

AN ANALYSIS OF STAFF TURNOVER IN THE OPTOMETRIC INDUSTRY

by

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Mini-dissertation submitted in partial fulfilment of the requirements for the degree **Masters in Business Administration** at the Potchefstroom campus of the North-West University

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December 2008

ACKNOWLEDGEMENTS

Special thanks to:

- ◆ God. Without Your help nothing would have been possible.
- ◆ Professor Ronnie Lotriet, for being my tutor. Thanks for all the help and guidance with this dissertation. Thanks for being so patient with me.
- ◆ Frank Benedek. Thank you for all your support, love and understanding. I love you very much.
- ◆ My parents, Meisie and George Viviers, for all the love and emotional support.
- ◆ To all my friends especially Sulene Pilon, Fran Janse Van Rensburg, Retief Scholtz en Gerhard Van Huysteen. You guys make life socially enjoyable and were always supportive.
- ◆ To my KPMG colleagues and friends (Farzana Badat and James Redfearn) for the blood, sweat and tears.
- ◆ Daleen Slabbert – thanks for all the help you provided me as well as giving me the idea for my dissertation. Without you this would not have been possible.

Abstract

This study is an analysis of staff turnover rates in the optometric industry, with particular focus on independent optometric practices. The reason for this focus is that these optometrists and other interested parties, such as staff recruitment agencies and training consultants that operate within the industry, perceive staff turnover to be high.

When frontline staff resign, optometrists usually cannot pinpoint the reasons for the resignations as no formal exit interviews are performed. Additionally, since practices operate independently, to date no collective effort has been made to find specific reasons for the perceived high staff turnover. As a result, no data on staff turnover figures and reasons for staff turnover in the industry are available. Consequently, the optometrists cannot assess the risks and costs involved when employees leave.

This study begins with an assessment of the staff turnover rates over a five year period in the optometric industry, and evaluates whether these turnover rates are in fact high. Thereafter, it sets out to determine if there are any common reasons for the staff turnover and whether or not a gap exists between management's perception and the actual reasons for staff leaving the optometric practice. Lastly, recommendations are given on an appropriate retention strategy that will be appropriate for the optometric industry.

In order to attain the objectives of the study, an initial literature review was undertaken on the general concept of staff turnover, the costs of staff turnover, the calculation thereof, the reasons for employees leaving an organisation and the reasons for employees choosing to remain with an organisation. A second literature review was done on the importance of staff retention, as well as the responsibility for managing the retention of staff. This literature review was done to serve as a basis for recommending an effective retention strategy for optometrists who are struggling with high staff turnover rates.

In addition, the literature review was used to develop two questionnaires, which were sent to optometrists and frontline staff within the optometric industry.

The data extracted from the two questionnaires revealed that there is in fact a high staff turnover rate in the optometric industry, for which there are three common reasons. The three common reasons are salaries, a desire to take on a new challenge and a lack of opportunity for advancement.

A consideration of these reasons forms the foundation for recommending an effective retention strategy suitable to the optometric industry.

Key concepts: Optometric industry, Staff turnover, Staff retention, Staff retention strategy

Opsomming

Hierdie studie fokus op 'n aantal onafhanklike oogkundige praktyke, aangesien hierdie praktyke en ander belanghebbende partye, soos personeelwerwingsagentskappe en opleidingskonsultante wat binne hierdie industrie werk, die personeelomset in die industrie as baie hoog ervaar. Dit is vervolgens meestal moeilik om vas te stel waarom personeel in hierdie industrie bedank omdat daar geen formele gesprekke met vertrekkende personeel gehou word nie. Verder was daar, gegewe die onafhanklike aard van die praktyke, tot op hede ook nog geen kollektiewe poging om uit te vind wat die redes vir die waargenome hoë personeelomset is nie en dusdanig is geen data oor personeelomset of redes vir die hoë omset beskikbaar nie. Gevolglik is dit vir oogkundiges onmoontlik om die risiko's en die koste verbonde aan die weggaan van 'n werknemer te assesser.

In die eerste instansie word die personeelomsettempo in die oogkundige industrie oor 'n vyfjaarperiode in hierdie studie ondersoek en geëvalueer om vas te stel of die omset inderdaad hoog is. Tweedens poog die studie om vas te stel of daar gemeenskaplike redes is vir die personeelomsettempo en ook om te bepaal of daar 'n gaping bestaan tussen die bestuur se persepsie en die egte redes waarom personeel die oogkundige industrie verlaat. Laastens word aanbevelings ten opsigte van 'n personeelbehoudstrategie gemaak.

Om dit moontlik te maak om die bogenoemde vraagstukke op te los, is 'n literatuurstudie oor die konsep personeelomset, die koste van personeelomset en die berekening daarvan, die redes waarom personeel organisasies verlaat en ook die redes waarom personeel by organisasies aanbly, gedoen. 'n Tweede literatuurstudie oor die belang van personeelbehoud en die bestuur van personeelbehoud is daarna gedoen om sodoende insig te kry in die faktore wat in gedagte gehou moet word wanneer 'n suksesvolle personeelbehoudstrategie wat deur oogkundiges met hoë personeelomsettempo in hul praktyke geïmplementeer kan word, saamgestel word. Die insigte wat uit die literatuurstudie voortgespruit het, is vervolgens gebruik om twee verskillende

vraelyste te ontwikkel. Die eerste is gestuur aan werknemers by oogkundige praktyke en die tweede aan oogkundiges.

'n Analise van die data wat uit die vraelyste onttrek is, het aangetoon dat daar inderdaad 'n hoë personeelomsettempo in die oogkundige industrie is en dat daar drie algemene redes vir hierdie hoë personeelomset is. Die drie redes is salarisse, die soeke na 'n nuwe uitdaging en te min geleenthede vir bevordering.

Ten slotte is aanbevelings ten opsigte van 'n personeelbehoudstrategie wat hierdie drie redes in berekening bring, gemaak.

Kernbegrippe: Oogkundige industrie, onafhanklike oogkundige praktyk, personeelomset, personeelbehoudstrategie, personeelbehoud

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CHAPTER 1: SCOPE AND NATURE OF STUDY

1.1 INTRODUCTION AND BACKGROUND

Most optometrists concur that staff management is one of the most testing aspects of practice administration. They also agree that excellent staff is a prerequisite to a great optometric practice (Gailmard, 2000:31). The optometric industry is a “client facing industry” and optometrists rely on the sales of frames, glasses, contact lenses and other apparel as their main source of income. These sales are normally done by frontline staff. For this reason optometrists need frontline staff who are competent, trustworthy and motivated.

The problem arises when staff leaves the practice on a continuous basis and these valuable resources are lost. When the preceding leads to high staff turnover it becomes a problem for management, especially where skills are relatively scarce, where recruitment is costly or where it takes several weeks to fill a vacancy. This is particularly true of situations in which staff are lost to direct competitors or where customers have developed relationships with individual employees as is the case in many professional services organisations (Chartered Institute of Personnel and Development, 2007).

According to the Department of Public Service and Administration (2006), the retention of skilled staff is a major challenge facing employers currently in all sectors of the economy in South Africa. Southgate (2002) stated that: *“most companies realize that high turnover rates can incur high costs, both in recruiting new employees and training them.”* Gailmard (2000:31) said that often the reason for high staff turnover is because of a lacking philosophy in many small businesses. This is an important statement that the optometric industry must keep in mind, as most of the optometric practices are relatively small and owner-managed.

1.2 PROBLEM STATEMENT

This study will be focusing on a number of independent optometric practices. The reasons for this focus are that, these optometrists and other interested parties, like staff recruitment agencies and training consultants that operate within the industry, perceive staff turnover to be high. However, independent optometrists are usually the owners of the practices and they are normally concerned with the day-to-day patient care and operations. The optometrist in this instance does not have the time to focus on staff issues, and as there is no human resources department in a small independent practice, the collection of data on staff turnover and an analysis of the reasons for staff wanting to leave is not done. When frontline staff resigns, optometrists usually cannot pinpoint the reasons for the resignation, as no formal exit interviews are performed. Additionally, as the practices are independent, there has been no collective effort to find specific reasons for the perceived high staff turnover. Therefore, no data on staff turnover figures and reasons for staff turnover are available. As a result, the optometrists cannot assess the risks and costs involved when employees leave.

The perceived high staff turnover is of great concern as it could negatively impact on certain areas of the individual optometric practices. The areas affected are mostly productivity and customer service, which inevitably have a financial impact on each individual practice. New staff needs to be recruited and trained thus leading to increased costs incurred by the practice.

A group of independent optometric practices that are all members of the Graduate Institute of Optometry (GIO) wishes to identify common reasons for the high staff turnover and formulate a retention strategy. This problem is the motivation for undertaking this study in order to research whether there is high staff turnover rates within the industry and if there are any common reasons for staff turnover.

1.3 AIM OF THE RESEARCH

Firstly, the purpose of this study is to investigate the staff turnover rates over a five-year period in the optometric industry, and then to evaluate if the turnover rates are in fact high. Secondly, the study will focus on determining if there are any common reasons for the staff turnover.

1.3.1 Primary objective

The primary objective of this study is to determine what the staff turnover rates are for staff in the optometric industry, and to evaluate if the turnover rates are in fact high.

1.3.2 Secondary objectives

The secondary objectives of this study are:

- To determine if any common reasons for staff turnover exist within the optometric industry;
- Evaluating whether or not a gap between management's perception and actual reasons for staff leaving the optometric practice exists; and
- Recommendations for a retention strategy that will be appropriate for the optometric industry.

1.4 DELINEATION OF THE STUDY AREA

In this study, the researcher made use of probability sampling techniques in the identification of the sample. A survey was conducted by means of two questionnaires. The first questionnaire was sent to frontline staff within the optometric industry and comprised three sections. These are:

- Demographic environment;
- Practice management; and
- Reasons for staff turnover.

The second questionnaire was sent to optometrists in the optometric industry and comprised four sections. These are:

- Demographic environment;
- Practice management;
- An analysis of staff turnover data; and
- The optometrists' perceptions on the reasons for staff turnover.

The literature review was instrumental in developing the questionnaires referred to above. Confidentiality of the questionnaire answers was assured to all the respondents.

The following strategies were used to distribute the questionnaires to as many frontline staff and optometrists as possible. The first method was that the Chief Executive Officer (CEO) of the Graduate Institute of Optometry (GIO) sent the questionnaires to all the members via e-mail. The second method used was that the questionnaires were distributed by the South African Optometric Association (SAOA) to their frontline members via e-mail. The third method of distribution was accomplished by using a list for four hundred frontline staff and three hundred optometrists who have received basic training from a training consultant within the optometric industry. These questionnaires were also sent out via e-mail.

1.5 RESEARCH METHODOLOGY

The study focuses entirely on addressing the study objectives and problem statement. In order to achieve this, the research was done in two phases:

1.5.1 Theoretical research

A broad literature study was done on the optometric industry, staff turnover and staff retention. The information obtained from the literature study was used as basis for the empirical study. The literature information was gathered from various resources such as the internet, text books and any other relevant scientific articles and journals.

1.5.2 Empirical research

The empirical research was done in the form of a questionnaire completed by both the employees and the employer. Questionnaires used in the survey were distributed via e-mail to both optometrists and optometric staff members and were anonymous.

Non-structured interviews were also conducted with role players in the industry. This was done to answer any questions that had not been asked in the questionnaires. One-on-one sessions assisted the researcher to acquire a better understanding of the industry.

1.6 LIMITATIONS OF THE STUDY

The sample is limited to optometric practices that have internet access. Also, some employees could have been excluded from the sample if the optometrist did not distribute the questionnaire to that particular employee.

1.7 LAYOUT OF THE STUDY

The layout of the study will be described according to the formal chapters of the study. There are five chapters within this study and a short description of each will be provided in this section.

a) Chapter 1 – Scope and nature of the study.

Chapter one provides background information on why the study was done. In addition to this, the chapter also discusses the problem statement, primary objective and secondary objectives of the study.

b) Chapter 2 – An analysis of staff turnover.

The chapter provides a literature overview of the general concept of staff turnover. It also discusses the different elements that fall within the general concept of staff turnover. These elements are:

- The direct and indirect costs of staff turnover;
- The calculation of staff turnover;
- The reasons why employees leave an organisation; and
- The reasons employees stay with an organisation.

c) Chapter 3 – The issues of employee retention.

This chapter undertakes to illustrate the importance of staff retention as well as the responsibility for managing the retention of staff. It provides insight to what constitutes a successful retention strategy that optometrists can implement in their practice if they are struggling with high staff turnover rates.

d) Chapter 4 – Empirical investigation.

This chapter will depict the research procedures and will include the data analysis and interpretation. A gap analysis will also be done to assist in finding a suitable solution to the problem statement.

e) Chapter 5 – Conclusion and recommendations.

The conclusion and recommendations will be based on the literature study from chapter two and three, as well as the findings from the empirical study conducted in chapter four.

1.8 CONCLUSION

It is clear that there are many questions to be answered in the optometric industry and its relation to staff turnover and retention of staff in this industry. Conclusions can only be made if all the variables affecting turnover and retention have been clarified and discussed. The next two chapters will attempt to clarify the above by researching the literature and history of staff turnover and retention.

CHAPTER 2: AN ANALYSIS OF STAFF TURNOVER

2.1 INTRODUCTION

In the ever-changing world that we live in, it is of cardinal importance that all levels of personnel should work together. Decisions made by management have an impact on the whole workforce and this can bring discontent. However, where decisions are taken in conjunction with all employees, it normally stimulates a feeling of being part of the business.

The process of involving all personnel brings a feeling of contentment as well as commitment. This can help companies in the retention of staff. In any business this (staff retention) is imperative to organisational stability and functionality.

The prime purpose or goal of a productive business entity is a motivated and productive workforce. Such a workforce will support and enhance management, which is important in a business like this (optometric practice).

This chapter explores and provides a general literature review of staff turnover, which includes the costs associated with high staff turnover, how staff turnover is calculated and the reasons for staff leaving or staying with an organisation.

2.2 AN OVERVIEW OF STAFF TURNOVER

In this chapter, a general overview of staff turnover will be given. This overview is not specifically focused on the optometric industry, but rather on organisations in general. The first section provides a broad synopsis of staff turnover.

2.2.1 Staff turnover

Staff turnover has many facets. This includes, among other things, the direct and indirect costs of staff turnover, the calculation thereof as well as the

reasons for staff leaving or staying with the company. Glover and Leonard (2003) define staff turnover as a measure to calculate the loss of staff that creates job openings which may need to be filled. Phillips and Connell (2003:2) define employee turnover as the percentage of employees leaving (employee separations from) a company for whatever reason(s) per annum. Many of these separations are beyond the control of management; for instance, the death of an employee. Other separations can be planned in advance, such as retirements and economic slow-downs. However, the largest number of separations is because of employees that quit without any warning. This sets a chain of events into motion which could cost the company and the industry a great deal of money each year (Zimmerer, 1971:9).

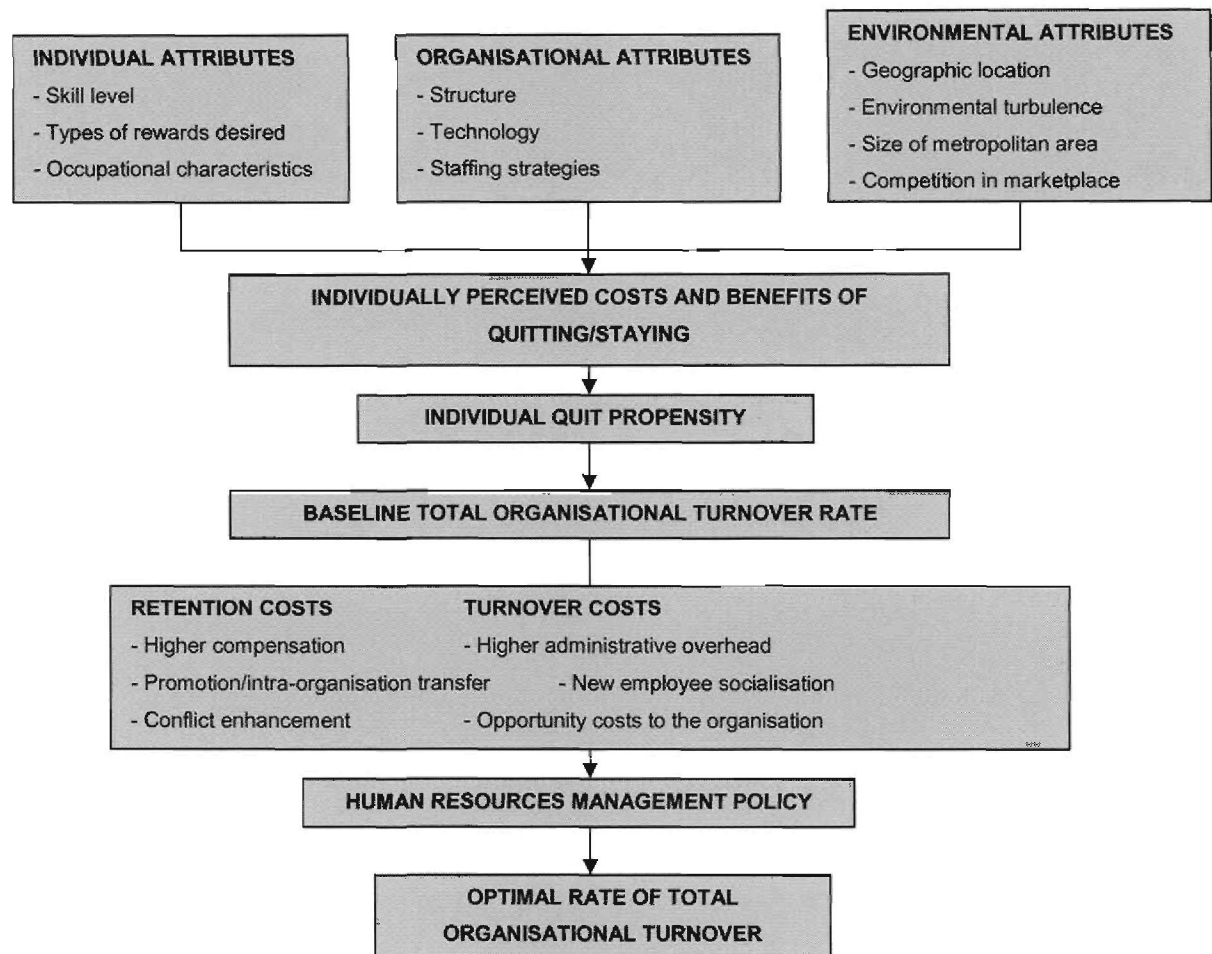
It is important for a company to know and manage its staff turnover as it may, over the longer term, have a negative impact on the company's financial stability. It can contribute to the eroding of its capacity to acquire new clients or business. When a company develops a reputation for high staff turnover and a lack of commitment towards its staff, it could eventually lead to the deterioration of the company's image (Seavey, 2004:16). The preceding could have an even larger impact on small companies, as is the case in the optometric industry. Hope and Mackin (2007:1-2) report that in smaller firms, each individual episode of employee turnover has a bigger effect on the firm than in bigger companies. For instance, in a ten-employee firm the loss of one employee translates into a ten percent turnover rate, whereas in a larger firm with a hundred employees the loss of one employee translates only in a one percent turnover rate. Therefore, loss of employees can significantly injure the firm's ability to do business.

However, staff turnover is not always bad for an organisation. According to Andrews (2007:18), some staff turnover can be healthy, even in small and/or fairly new companies. The company might need fresh blood, a new way of thinking and an injection of knowledge and/or energy. Labour mobility is also an essential prerequisite for a dynamic and effective labour force. Employee turnover (separations) in a company is a normal and expected phenomenon,

something that all companies experience at some level and something that is rarely problematic (Kochanski & Sorensen, 2008:8).

In the following figure, Abelson and Baysinger (1984:336) encapsulate the different concepts of staff turnover.

Figure 2.1: Optimal turnover process model



(Source: Abelson and Baysinger, 1984:336)

Figure 2.1 shows that the individual attributes of an employee, the organisational attributes and the environmental attributes play a role in an employee's decision to quit their job or stay with the company. Organisations will experience turnover as employees might decide that quitting is more attractive than staying, and they find alternative employment opportunities (individual quit propensity). This amounts to the total organisational turnover

rate, which is the rate expected in the absence of any policy intervention. The company then needs to weigh the cost of retaining employees and the cost of turnover, before deciding on an appropriate policy. Once the policy has been implemented, there is a good chance that the organisation will reach its optimal turnover rate (Abelson & Baysinger, 1984:336).

As seen in this section, there are numerous aspects to consider when a company analyses staff turnover. In the next section, one of the aspects, the cost associated with turnover, will be discussed.

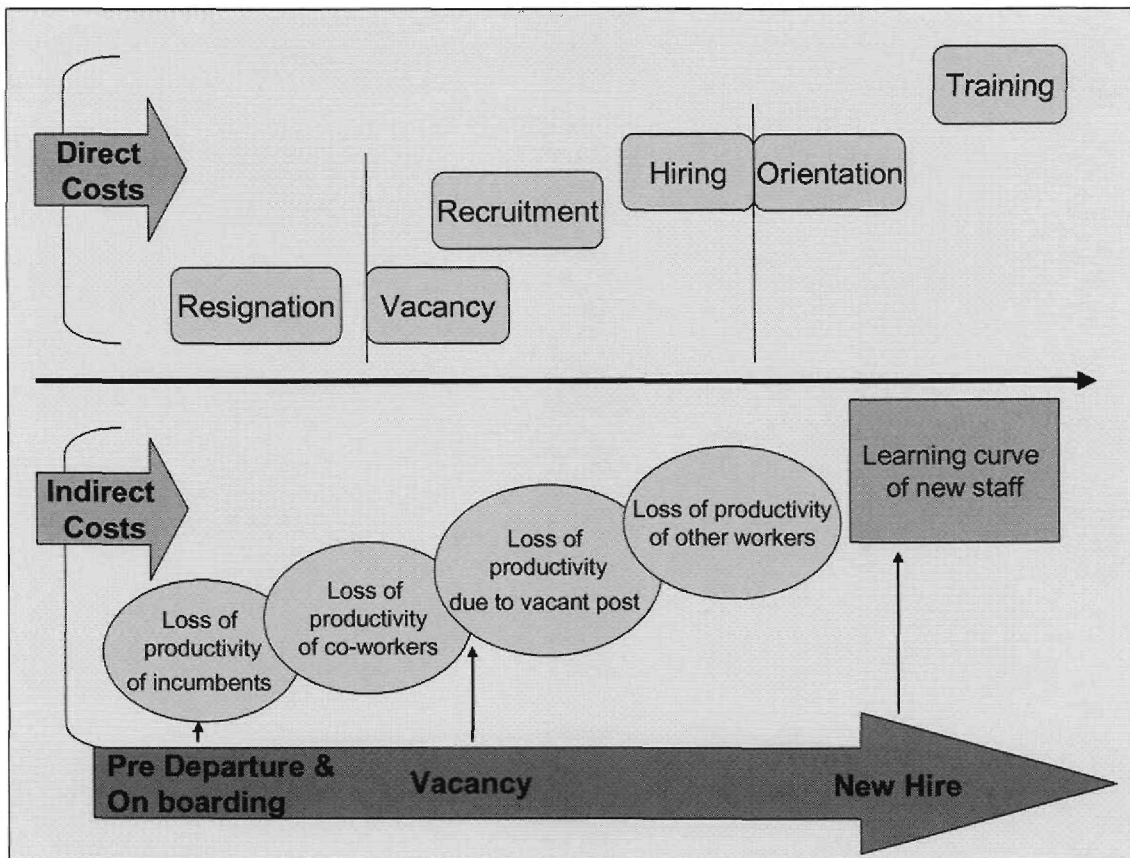
2.2.2 The cost of staff turnover

A company must manage its staff turnover carefully as it could impact significantly on the annual cost incurred by the company. According to Gustafson (2001:66), the cost of employee turnover can be divided into two categories, namely direct costs and indirect costs. Each of these costs has different aspects and will be discussed below. The split between direct cost and indirect cost has been summarised in a diagram by the Department of Public Service and Administration (2006:18).

In the figure below direct costs are split into five different segments. These are:

- 1 The administration of the resignation;
- 2 The cost of the vacant position;
- 3 The cost of recruitment;
- 4 The hiring cost; and
- 5 The training cost.

Figure 2.2: Direct and indirect costs of staff turnover



(Source: Department of Public Service and Administration, 2006:18)

The indirect costs are split into three different segments. These are:

- 1 Pre-departure/Onboarding costs;
- 2 Vacancy costs; and
- 3 New hire costs.

The different costs as stated above will now be discussed in further detail.

2.2.2.1 Direct costs

The following costs are listed as direct costs (Michaud, 2000:26; Lashley, 2001:9; Gustafson, 2001:66; Reichheld & Teal, 2001:96; Black, 2001:29; Andrews, 2007:16-17; Colter, 2007:64):

- 1 The first type of direct costs is the administration of the resignation of which includes:

- Management's time spent conducting the exit interview;
 - The administration cost for stopping the payroll;
 - Benefit deductions; and
 - The cost of the various exit forms that are needed to process an employee's resignation.
- 2 The second type of direct costs that can be distinguished is vacant position (cover) cost. This refers to the cost of overtime for a current employee or temporary staff member who takes over the duties of the employee that has left during the period in which there is a vacant position.
- 3 Recruitment costs are the third type of direct costs and includes:
- The price of advertising the vacant position;
 - The cost of the internal recruiter's time (this role is normally filled by a manager or in the case of an optometric practice, the optometrist). In this instance, the following needs to be considered:
 - the time it takes to review the background of potential candidates;
 - preparation for interviews;
 - conducting of interviews;
 - conducting reference checks;
 - making the employment offer; and
 - notifying unsuccessful candidates.
 - If the company uses an external recruitment agency, the company will have to pay a recruitment fee, which in the case of frontline staff is normally 12 percent of the new employee's annual salary.
- 4 The fourth type of direct costs that can be distinguished is new hire costs. This includes costs such as bringing the new employee on board, putting the employee on the payroll, establishing computer and security passwords, identification cards and telephone extensions.
- 5 The fifth type of direct costs that can be distinguished are the training costs.

The company needs to consider the training cost that it has invested in the employee who is leaving. This could include internal training, external training, as well as licences or certifications that the company has helped employees obtain to increase their effectiveness (Willard, 2002:31). Furthermore, there is the cost of training the new employee in his/her new position. In this case, the cost of training material and possibly an external consultant who conducts training will have to be considered. There is also the time spent by management internally in the training of the new recruit as well as time lost by the other staff members helping the new recruit in the learning process.

The calculation of direct costs is easy; these costs are visible and the direct impact on the bottom-line can be seen. In the following section, the indirect costs of staff turnover will be discussed. These costs are difficult to calculate when staff leaves the company.

2.2.2.2 Indirect costs

The following costs are listed as indirect costs (Michaud, 2000:26; Lashley, 2001:9; Gustafson, 2001:66; Reichheld & Teal, 2001:96; Black, 2001:29; Andrews, 2007:16-17; Colter, 2007):

- 1 The first type of indirect costs is the pre-departure/onboarding cost. Once an employee makes up their mind to leave the company, they lose focus, which decreases their productivity. Productivity is also affected if the employee begins using the company time for going on interviews and exploring alternative job opportunities; then, once the employee has left, the other costs the company must consider is the cost of the loss of knowledge, skills and contacts that the person who left, took with them. This can impact the company's bottom-line in a negative way.
- 2 The second type of indirect costs that can be distinguished is vacancy costs. With any employee leaving and a new recruit taking over, there are usually costs that cannot be calculated. When an employee resigns, there is more

often than not a time lapse between the last day of the employee on the job and the start date of the new employee. This means that the other employees in the company must fill the vacant position. This can lead to low morale. The current employees will not be able to concentrate on their own jobs and this could lead to diminished coping mechanisms.

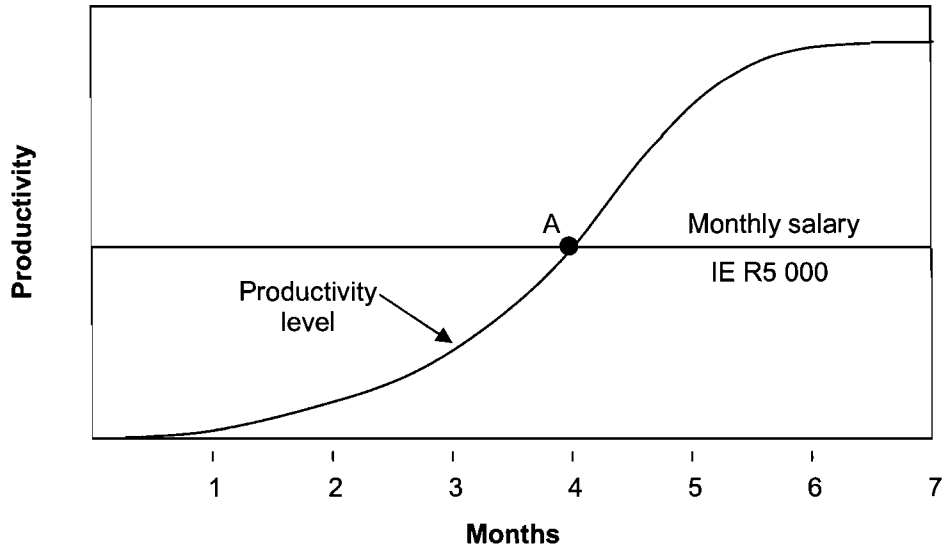
In the majority of cases this “double” workload might lead to stress and will possibly mean more sick-leave. The stress and the feeling that the quality of work life is less, might in turn have employees not being very friendly. This can lead to customers being agitated and in some instances the customers might leave for good.

- 3 New hire costs are the third type of indirect costs and includes the time it takes to bring the new recruit up to speed and at the productivity level of the employee previously doing the job, increases the inefficiency levels of the employees that are helping with on-the-job training. Lower sales efficiency occurs as the new employee does not yet understand the product. Customers often miss those familiar faces and might feel that the new employee is slow and inefficient. This could lead to a decrease in orders and/or sales. New employees usually do not work with the same speed and accuracy as the more experienced employees. A new employee operates at between 25 percent and 50 percent of productivity levels for the first three months of taking on their new position (Drake International).

Another indirect cost that the company must also take into account is the costs of the mistakes the new recruit will make until he or she is settled and comfortable in the new position.

In the figure below, Zimmerer (1971:9) states that a new employee will be paid a salary, for example R 5 000 a month for the entire duration, yet his productivity levels are less than the salary level for the first three and a half months.

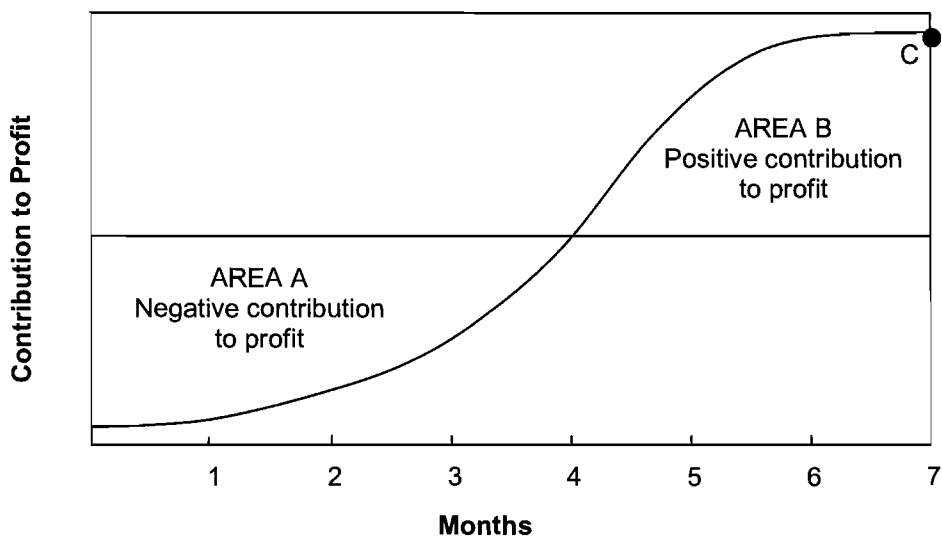
Figure 2.3: Productivity of new employee recruited



(Source: Zimmerer, 1971:9)

It must be noted that point A in the graph above is not the break-even point between the productivity level of the new employee and the salary paid for work done by this employee. The break-even point will be discussed in Figure 2.4 below.

Figure 2.4: New employee's contribution to profit

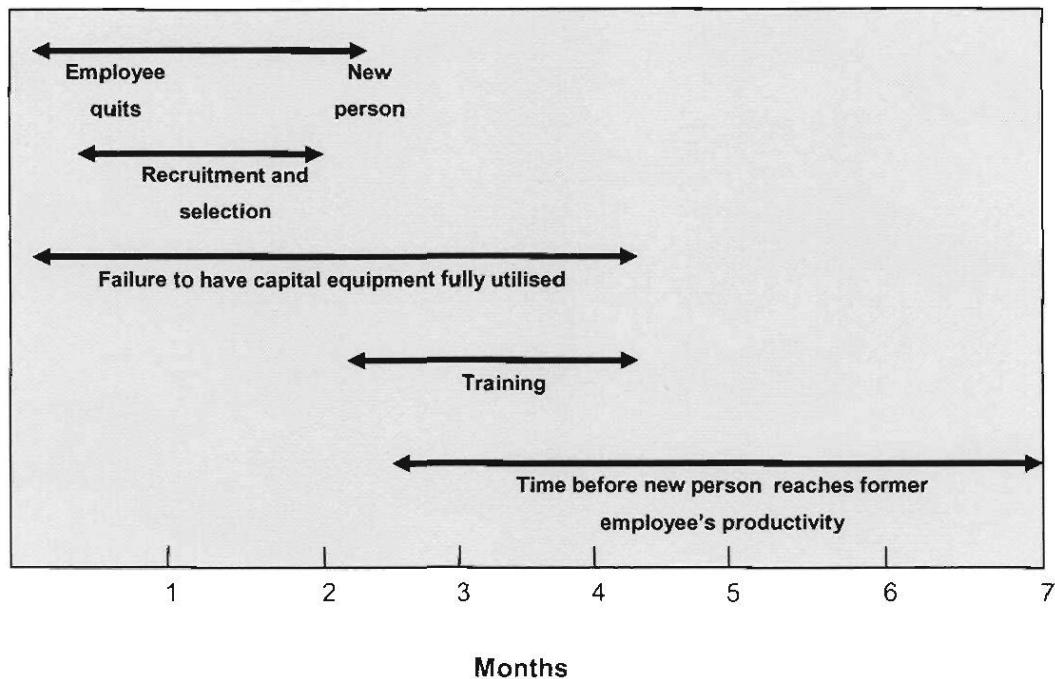


(Source: Zimmerer, 1971:9)

In the above figure, point C shows the break-even point. Thus only at seven months and beyond does the new employee truly contribute to the profit of the company.

The different costs such as the direct and indirect costs of staff turnover as discussed above are not all incurred at once. Zimmerer (1971:9) provides a rough estimate as to the periods in which the different costs occur.

Figure 2.5: Time frames of new employee's introduction into the company



(Source: Zimmerer, 1971:9)

In the above figure, it is clear that the costs associated with turnover are incurred over a seven-month period. Within this timeframe of seven months, training of the new employee takes about two months, and it takes about four and a half months before the new employee reaches the former employee's productivity level. Consequently, it is important that management not only consider the cost of staff turnover, but it is also imperative for them to consider the time it takes to develop the new employee to his/her full potential.

The different aspects of direct and indirect costs that the company can incur have been discussed above, as well as the timeframes in which these costs occur. In the next section, the calculation of staff turnover rates will be discussed.

2.3 Calculation of staff turnover

The accurate calculation of staff turnover rates as well as per-worker turnover cost is essential for making managerial decisions since the annual cost of turnover is a function of both of these figures (Seavey, 2004:19). As previously discussed, the per-worker cost consists of various aspects, such as direct and indirect costs. However, this needs to be analysed on a person by person basis. In this section, the calculation of staff turnover will be discussed. This calculation is done for the company as a whole.

To calculate the rate of staff turnover in a healthcare practice, which is similar to an optometric practice, divide the number of employees resigning or leaving the practice over the last five years by the number of staff members that have been employed in the practice over the last five years. Then, multiply that number by 100 to calculate the percentage. A 15 percent turnover rate in five years is reasonable; 20 percent or more is considered high (Capko, 2001).

Staff turnover rates are expressed as a percentage and are calculated as follows (Colter, 2007):

$$\frac{\text{Number of leavers in a year}}{\text{Average number of employees}} \times 100 = \text{Staff Turnover Rate}$$

Staff turnover, as stated in the above equation is calculated by dividing the number of employees that has resigned from the company in a time period by

the average number of employees employed by the company in that same time period, and then multiplying that number by one hundred. This will give the company the staff turnover rate over that period of time.

The calculation of staff turnover assists the company in determining whether their staff turnover rates are responsible, or whether it is in fact high. When the company experiences high staff turnover it is imperative that management understands the reasons for the problem. In the next section, the reasons why employees leave or stay with the company, will be discussed.

2.2.4 Reasons why employees leave or stay with an organisation

For employers, the only way to limit staff turnover is to investigate and identify the reasons for staff leaving the organisation. Research done by Lawler (2008:68) on the reasons why employees quit their jobs indicates that in most cases people leave an organisation for the simple reason that they have found a more attractive alternative elsewhere. There are, however, numerous reasons that drive employees to look for alternative employment. According to Ramlall (2003:68); Daniels (2003); Hirschfeld (2006:14-15); Welch (2008); Charney (2008:48-49) and Maturo (2007), employees often consider the following when they think of leaving a company:

- The employee is dissatisfied with the compensation and/or monetary benefits they are receiving from the company;
- Inadequate opportunities for training and development, and an unchallenging working environment;
- Lack of career advancement opportunities. When an employee reaches a ceiling in their advancement within the company they will start looking for a new job where they could advance within their career;
- Lack of recognition. The overwhelming majority of people who leave any company do so because of the way they are treated. Surveys consistently show that more than 40 percent of people who quit do so, because they feel under-appreciated for their contributions (Daniels, 2003);

- Ineffective leadership and a lack of trust in senior management. When managers pay insufficient attention to the performance of employees and ignore job satisfaction, then leadership is non-existent. Employees do not know what is expected of them and this leads to low performing teams. Teams managed in this manner are usually ineffective. Employees are dissatisfied and there is little, if any, aligned-commitment;
- Inadequate emphasis on teamwork. By nature people tend towards human interaction, and a solitary position can become boring. If the social aspect of a job is lacking, the employee can become frustrated and look elsewhere for employment;
- Not having the opportunity for a flexible work schedule. In contemporary society, much of emphasis is placed on family and a balance between work life and personal life. When a company does not provide this balance, the employee might look for a job and/or company that is/are willing to provide that balance;
- Too long time spent commuting. People do not want to sit in traffic for hours, and will look for a job closer to home;
- Low overall job satisfaction. This encompasses all of the above. If people are unhappy and do not get any satisfaction from their work and/or working environment, they will start looking for something else that will satisfy their needs;
- The market position and future prospects of the current company and job security. When economic conditions are poor and jobs are scarce, people tend to hold on to their current positions for fear that they will not be easily employed elsewhere. However, layoffs could entice a feeling of job insecurity, thereby causing employees to make their curriculum vitae available in the marketplace.

In addition to understanding the reasons for employees leaving the company, it is also beneficial for employers to analyse the factors that prompt employees to remain with the organisation. This could serve as a guideline as to what is required by the employer to retain their valuable staff members.

According to Fisher (2007), Ramlall (2003:66), and the Department of Public Service and Administration (2006:18), the following key areas make employees more likely to stay and remain motivated:

- Compensation and attractive benefits;
- Recognition of contribution;
- Work itself and challenges;
- Technology. When the company's employees have the most up-to-date technology and equipment available to them, it makes their job easier, and it will keep them in the company;
- Opportunities for training and development. When employees experience proper communication and feedback from management, the probability of them staying increases;
- Work environment and organisational culture. The company's culture and working environment can be a driver of employee attitudes, organisational effectiveness and employee performance (Kreitner & Kinicki, 2004:89);
- Leadership and the empowerment of the employees in the company. According to Coetsee (2003:66-67), empowerment is an interaction between the manager-leader and the team members. People will be empowered and will want to stay with the organisation when the manager-leader provides the resources, training, information and trust in employees' abilities. However, the employee/team members must be competent and have integrity (be trustworthy);
- Location of the company. An easy and convenient location of the company can serve as an incentive for an employee to stay;
- The company's reputation. A company with a good reputation for treating their employees well, and when the company is deemed to be an employer of choice, employees will be more likely to stay; and
- Job security. In the current economic uncertainty, people are much more likely to stay with the company if they know their jobs are secure.

Ramlall (2003:70) concludes that the factors that most notably contribute to an employee's job satisfaction are related to the factors that increase the likelihood of an employee seeking employment with another organisation. The common

factors affecting the employees' wanting to stay and those wanting to leave the organisation are:

- Their satisfaction with rewards and recognition;
- Task identity;
- Feedback provided by management;
- Number of positions held at the company;
- The age of the employee; and
- The employee's satisfaction with their position.

This chapter will be summarised with a conclusion on the general concepts and discussions of staff turnover.

2.5 CONCLUSION

High staff turnover adds many facets to the management of an organisation. Management must give proper consideration to staff turnover as it could be very costly to the organisation. These costs could be direct or indirect. The direct costs are more easily calculated and are more visible. It is, however, the indirect costs that could add the most to the total cost of staff turnover; these types of costs are not easily calculated and not visible to management.

Not all staff turnover is bad for the company; it is high staff turnover that could cause companies problems. Some staff turnover could be beneficial for the company; for example, the turnover can create opportunities for new experiences and career progression; provide flexibility in contracts; and it can protect staff from getting exhausted and bored with their jobs.

There are different reasons for employees wanting to stay with or leave the organisation. These reasons differ from person to person; also, the factors affecting an employee's reasons for wanting to leave the company and reasons for wanting to stay with the company are similar – it is just a matter of how it is perceived by the employee.

CHAPTER 3: THE ISSUES OF EMPLOYEE RETENTION

3.1 INTRODUCTION

In Chapter two, it was discussed that when employees leave an organisation it could lead to a costly exercise for the company, management and the remaining employees. For this reason, the importance that a company manages high turnover of staff by implementing an employee retention strategy becomes clear.

The purpose of the following chapter is to provide a literature review of the content of employee retention, specifically focusing on the following aspects:

- Employee retention and its significance;
- Responsibility for managing retention;
- Mistakes in managing employee retention; and
- An employee retention strategy.

Each of these concepts will be discussed individually in this chapter.

3.2 THE IMPORTANCE OF EMPLOYEE RETENTION

Most definitions of employee retention in the literature are very similar. Phillips and O'Connell (2003:2) as well as Carsen (2002:2) define employee retention as the percentage or amount of employees that remain with a company over a given period of time. This definition encapsulates the main concepts of employee retention.

As seen in Chapter two (see section 2.2.1), high staff turnover has a negative impact on aspects such as employee productivity, leads to increased costs for the company and damages the organisation's reputation. All of these factors could have a severe impact on the organisation's bottom line. It is therefore important to retain top performing staff. In an optometric practice, the

optometrist and/or the practice manager need(s) to recognise that staff retention is not only critical for cost efficiency within the practice but that it is also an important factor in revenue growth. This is because of its direct link to customer acquisition and retention (Reichheld & Teal, 2001:96).

There are two ways a company can look at the retention of staff, namely (Taylor, 2002:10):

- (a) Attracting employees to the company, i.e., becoming an overall employer of choice; and
- (b) retaining top performing employees, i.e., using retention techniques like:
 - Remuneration;
 - Non-monetary benefits;
 - Recognition;
 - Training; and
 - Career growth opportunities.

However, before the company can begin to formulate a plan that will persuade potential employees to come and work for the company, or their current employees to stay with the company, management needs to understand their employees' needs and expectations (Newton, 2008:62). Once the needs and expectations of employees have been determined, a turnover strategy can be devised and implemented. In Chapter four an empirical research study was done to find the reasons for staff leaving an optometric practice and could therefore be used to aid optometrists in their retention strategy decisions.

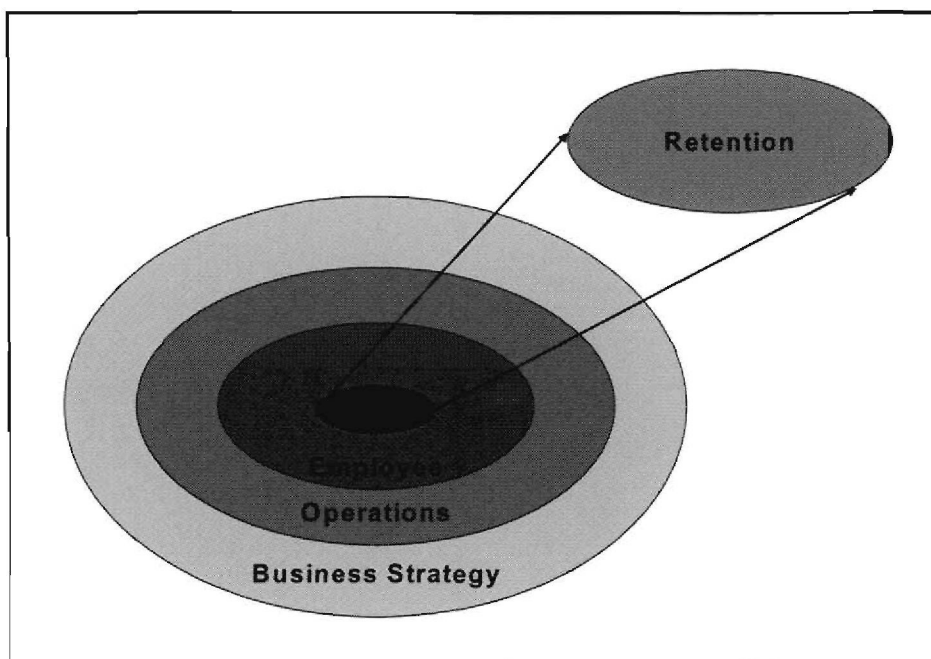
In the next section, the responsibility for the management of staff retention will be discussed.

3.3 RESPONSIBILITY FOR MANAGING STAFF RETENTION

“Retention starts at the top. Sourcing, hiring and retaining motivated employees are the responsibility of the company’s governing board and leadership team.”
(Drake International)

There are no governing boards and leadership teams in an optometric practice, as the practice is normally an owner-managed business. When looking at Drake International's statement on whose responsibility it is to manage staff retention, it can be derived that retention is the responsibility of the optometrist as line manager. Dibble (1999:80) outlines the management of employee retention in the following way:

Figure 3.1: The link between retention and the company's business strategy



(Source: Dibble, 1999:81)

Figure 3.1 shows retention at the core of the company's business strategy. If the company cannot retain its valuable employees, then the company's operations suffer and the business strategies will fail (Dibble, 1999:81). From the above figure, it is clear that the retention strategy is an important component of the company's overall strategy, and in this case the optometric practice's strategy, and that the optometrists need to manage retention as part of their overall business strategy.

In a human resources maintenance and retention guide released by the Department of Public Service and Administration (2006), it is stated that employee retention will only be achieved through a partnership between supervisors/management and the human resource management function as well as support from senior management in the workplace. In the case of an optometric practice, especially in an owner-managed practice where there is no human resource department, retention can only be managed and strategies can only be implemented by the optometrist in person.

3.4 ERRORS IN MANAGING STAFF RETENTION

In a retention guide by the Department of Public Service and Administration, (2006: 21-22), the following widespread mistakes in managing staff retention are listed as the following:

- Management assumes that employee retention is not a strategic issue.
- There are no systems in the workplace to track and provide information on employee movement.
- Management does not understand the market forces and trends regarding remuneration packages.
- There is no co-ordination between the human resource management function and managers to deal with employee management.
- There is poor human resource planning because of a lack of a proper human resource management strategy.
- The practice does not follow a recruitment strategy to select the right person for the job. This leads to filling vacant positions under pressure. As a result, people are recruited who do not really meet the job requirements and who do not fit within the organisational culture.

In addition to the above, Phillips (2004) lists six other distinct problems when managing retention. Problems arise when:

- Companies take a reactive approach to employee retention, instead of being proactive to prevent the issue in the first place;

- Companies that try to be proactive in managing employee retention on occasion develop too many preventative programs, without really understanding the turnover problem;
- The company searches for solutions that worked for other companies, but do not realise that these solutions and/or strategies might not be sufficient to tackle the retention problem within their particular organisation;
- A company identifies that employee retention is a problem, but bases its approach to retention of employee on too many solutions and/or strategies. This could lead to costly efforts with minimal results as well as leaving employees confused and managers bewildered;
- The company implements a solution that does not actually address the need or problems that employees might have; and
- The company has no system in place to track the results that the strategy had on retention. Therefore, management would not, and could not know if their strategies have worked.

From the above, it can be derived that in order for retention strategies to be successful, it is important for a company to be wary of these pitfalls. In an owner-managed optometric practice, there are usually no human resources department. Optometrists can thus familiarise themselves with all of the above mistakes, then assess what mistakes they make, and take corrective action.

3.5A SUCCESSFUL RETENTION STRATEGY

In the questionnaires sent out to the optometrists and frontline workers, retention strategies were not discussed. The elements of a successful retention strategy discussed below are only generic strategies, according to the literature research done.

With this in mind, a successful retention strategy should incorporate the following elements (Drake International; Ongori, 2007:51; Kursmark, 2008; Taylor, 2002:85-181, Andrews, 2007:101-115):

- An employer branding exercise;
- Recruitment and selection;

- Orientation and onboard training;
- Development and career management;
- Remuneration;
- Non-monetary reward and recognition;
- Communication and employee engagement; and
- The boomerang effect.

The above elements of a successful retention strategy will each be discussed in further detail in the rest of this chapter.

3.5.1 Employer branding exercise

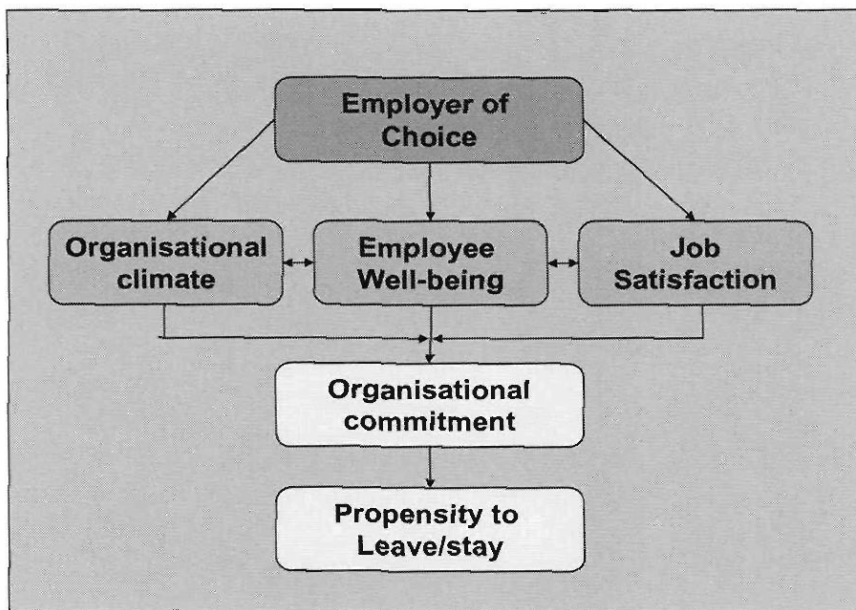
Part of the company's retention strategy could include being an "employer of choice". The concept of "employer of choice" describes the situation where the organisation implements a strategy in which it strives to be the best company to work for (Phillips & Connell, 2003:3). This strategy will attract potential employees to the organisation as well as serving as an incentive for the company's current employees to stay.

To be an employer of choice the company should (Buhler, 2008:19-20):

- Be committed to building an organisation that is trustworthy and honest. This requires that management throughout the company "walks the talk" and actually follows through on their promises;
- Value diversity by creating an environment where each individual can contribute their unique skills, talents and abilities; and
- Emphasise the ethical elements of the organisational culture, and with this comes socially responsible actions and commitment.

Veldman (in Kotze & Roodt, 2005) illustrates the "employer of choice" strategy in the following figure:

Figure 3.2: Veldman's employee commitment model



(Source: Veldman, as quoted by Kotze & Roodt, 2005:49)

Figure 3. illustrates that an employee or prospective employee in the first instance has certain views regarding the company as an “employer of choice” which affects the employee’s decision to join or to stay with the company. After this, the propensity to stay or leave the organisation is further affected by the company climate, organisational culture, the employee’s wellbeing and job satisfaction. When the above are perceived to be in order, the employee will be committed to the company and be more inclined to stay.

3.5.2 Recruitment and selection

Most companies involved in the recruitment and selection process are not creating new jobs, but replacing staff that have left the company for various reasons. This highlights the fact that better recruitment processes could save time and money (Sparrow, 2006:44). For this reason, employers need to have a recruitment and selection strategy in place.

A company’s recruitment and selection strategy should ideally incorporate the following (Sparrow, 2006:44; Grout & Perrin, 2005:15; Du Toit, 2004:22) aspects:

- A strong employer brand;
- Having proper screening criteria to make sure the company is looking for the right fit;
- Employee referral schemes. This is one of the most effective tactics a company can use. Involving employees in the recruitment process is crucial as they usually know people who perform well in their particular fields and they are also likely to bring staff to the company that will “fit”;
- Understand what individuals in their target candidate pool seek from their working environment;
- In the interviewing stage it is essential that the organisation makes a good impression on the interviewees;
- Managers/leaders also need to get training on interviewing techniques like putting the candidate at ease, effective listening and how to answer any questions the candidate might have; and

- If the company makes use of recruitment agencies, it should make sure that it establishes a good relationship with only one or two of the recruitment agencies. Those recruitment companies will have a greater knowledge of the company's culture and will therefore be more likely to find a suitable match.

The third component/element of the retention strategy will be discussed in the next section.

3.5.3 Orientation and the on-the-job-training

After employees are hired, the company needs to make sure that they go through orientation training. This will help employees understand what the company expects of them as well as to give background on what the company's processes and procedures are. According to Robertson (2003:3), this is especially true in the frontline environment. Frontline staff are repeatedly employed from outside the company. These new starters know nothing about the company, and have an enormous learning curve to overcome. Induction of new frontline staff can play a role in improving the quality of knowledge transfer (Robertson, 2003:3).

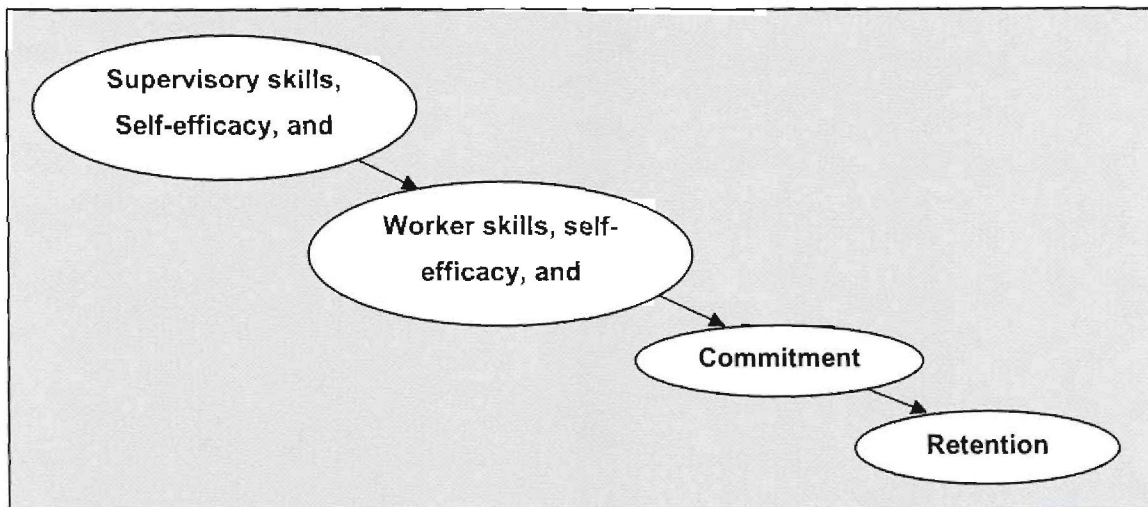
Due to turnover and growth, staff training constantly needs to be done in any optometric practice. In smaller practices, the optometrist often does all or most of the new staff training, but as the practice grows, this task can be gradually delegated to other senior staff. Here are a few areas to consider that can aid the training program (Gailmard, 2005), such as:

- Cross training. It is highly desirable for staff to have the basic skills to work in other departments as needed;
- Employment manuals. The policy manual discusses the rules of the office, such as sick leave and vacation time. The procedural manual lists and describes how the duties of a job are done, such as how to schedule an appointment. By reading the manuals new employees know what to do;
- Videotapes. It is often easier to videotape a procedure being done than it is to write how to do it; and

- *Shadowing.* The new employee follows and observes an experienced colleague for perhaps a week. Then the roles switch and the new employee does the actual work while the veteran observes. When the new employee's skills are deemed acceptable, they can then begin to work solo.

After the initial orientation process, it is also important to conduct follow-up sessions every couple of months. The company could appoint one of the existing employees to help and train the new recruit. This could give management the assurance that the new recruit is constantly brought up-to-date with any changes in the company and/or industry, and that the new employees are aware of what their tasks and duties consist of.

Figure 3.3: The contribution of training



(Source: Landman, p73)

From the above figure, it can be derived that when supervisors or management provide sufficient training, employees have a sense of self-worth and they recognise support from senior management. This, in turn, leads to enhanced commitment on the part of the employees and a greater likelihood of retention (Landsman, p 73).

The next element of the retention strategy that will be discussed is development and career management.

3.5.4 Development and career management

Employees should know that they can work towards something, for example, promotions, more money and recognition. Employees also want to feel that management is interested in their career development and is willing to help manage their career path to success.

According to Buhler (2008:21), professional career development was traditionally the responsibility of each employee. This has now changed, because talent development should be a critical, strategic initiative of each company. For this reason, the owner or business manager of a company should consider each employee's personal interests and provide a roadmap for them to

succeed. The company could do the following to help their employees succeed in their development and career management (Ewing, 1997:22):

- Giving employees attainable goals, and then praising them for their efforts;
- Having a clear organisational chart, with a breakdown of each employee's responsibilities and the criteria they need to meet for each position; and
- Developing evaluation forms that clearly define the individual's current capabilities and illustrate what their areas for improvement are.

When a company is looking to hire new employees, its recruitment procedure will be made easier if the company is known to provide career development opportunities, and that it invests in its employees, their skills set and their futures, because talented individuals will be more likely to gravitate towards that company (Buhler, 2008:21). The above statement is also confirmed by the Department of Public Service and Administration (2006:15); they state that employees want to grow in their careers and will persistently search for opportunities for growth. If the company does not provide these opportunities for career growth, employees will begin to look elsewhere.

In the next section, the remuneration of staff, as part of the retention strategy, will be discussed.

3.5.5 Remuneration

People work in order to earn money. If a company does not pay the employee a market related salary, the employee will eventually quit the job to take up a better paying position at another company. A company's financial remuneration and incentive system plays a major role in employee retention. Remuneration and incentives not only address employees' material interests, but is also an indication of the value placed on the employee's performance (Hirschfeld, 2006:21). For this reason, a company should consider their financial remuneration and incentive systems, and include it in their overall retention strategy.

The company's retention strategy could include paying staff above market related salaries. Employers need to do research in their industry and make sure their employees' financial rewards are on par with similar businesses in the industry. However, increasing an employee's monetary remuneration is not the only way a company can increase their employees' financial rewards. Employers could also include or increase benefits such as pension packages, medical aid benefits, car allowances and housing allowances. High salaries and generous benefits are crucial. Without competitive compensation, employers have little chance of hanging on to the best and the brightest. In this regard, Higginbotham (1997:5) remarked that, *"Employers need to ante up with salaries, benefits and sometimes other financial inducements to play the retention game."*

3.5.6 Non-monetary reward and recognition

An increase in remuneration and monetary benefits is not the only way a company can persuade an employee to stay with the organisation. According to Taylor (2002:109), people value other features of working life and thus can aid retention where pay rises are not affordable. Examples of non-monetary rewards that can aid the retention process are:

- Job security;
- Flexible working arrangements;
- Benefits such as free car-parking or staff discounts;
- Work that is satisfying and meaningful;
- A pleasant working environment;
- Career development opportunities; and
- A respectful and considerate management.

Hirschfeld (2006:21) indicated that the range of retention instruments also extends to "feel-good initiatives" such as:

- A cafeteria;
- Free beverages;
- Fitness studios; and
- Organised "free" time activities.

If the company can genuinely offer several of the above, the company will probably be able to retain their employees without the need to pay at or above the market rate (Taylor, 2002:109).

3.5.7 Communication and employee engagement tools

There are tools that employers could use to get their employees involved in the retention process. These tools are employee surveys and one-on-one communication sessions, exit interviews and employee engagement, which will be discussed in the next paragraphs.

3.5.7.1 Surveys and one-on-one sessions

To ensure that the company has an effective retention strategy, the company has to understand the reasons for employee dissatisfaction. Employers should thus ensure that they encourage employees to participate in the communication process by conducting employee surveys and one-on-one sessions. In these surveys and one-on-one sessions employers could ask questions like, *“What can I do to keep you?”* (Kaye, 2002:15). Management must encourage honest communication and be prepared to listen to and do something about employees’ complaints and suggestions.

3.5.7.2 Exit interviews

Another tool that the company can use in its retention strategy is exit interviews. These interviews should, however, only be done after the employee has been paid the final pay cheque and after they received their references from management (Andrews, 2007:101). These employees are more likely to be truthful in volunteering their grievances. The information the company gathers from exit interviews provides guidance on why employees are unhappy and leaving the organisation. It also provides pointers on what the company can do to address these issues and curb further staff turnover (Andrews, 2007:101).

3.5.7.3 Employee engagement

Employee engagement is when the employees feel involved and inspired, when they have both an insight into the company and a sense of being included. This motivates employees and sustains enhanced performance. Employee engagement does not only increase retention, but encourages current employees to be advocates and recommend the company to their friends (Grout, 2007:22). Employee engagement has a direct impact on employee retention (Minton-Eversole, 2007:20).

The company could do the following to drive employee engagement (Teller Vision, 2008:5):

- Make sure employees feel they “fit” within the company;
- Employees must be clear about their job descriptions;
- Employees need to know that they are supported by management;
- They must feel valued for the work they do; and
- Management needs to encourage employees.

All of the above elements can aid a company in retaining their valuable employees. These are simple, cost effective ways for an employer to keep their employees happy and productive.

The eighth element of the retention strategy is the boomerang effect, and will be discussed in detail below.

3.5.8 The boomerang-effect

When a competent employee resigns from the company and a few months down the line gets in touch with management wanting their job back, the company should welcome this employee back into the organisation. This is a crucial part of a retention strategy that many companies do not consider. These employees have tested the waters and realised that they had made a mistake. When returning to their old job, they will usually be very committed to their

position and the company, and therefore can become the best recruiters for up and coming talent and mentors for existing employees (Drake International).

When a company considers a retention strategy it does not have to incorporate all of the above elements. According to Ongori (2007:51), policy choices must be appropriate to the precise diagnosis of the problem. Thus, the company must first conduct surveys to establish the reason(s) for staff turnover, before selecting the elements that need to be focused on in their strategy.

In the chapter to follow, an analysis of the reasons for frontline staff turnover in the optometric industry will be made. These can then be used as a basis to plan a suitable retention strategy.

3.9 CONCLUSION

As a result of the cost of staff turnover, it is imperative that the company designs and implements an employee retention strategy, which is in line with the employee's needs and expectation. The retention strategy is the responsibility of management. They must make an effort to understand their employees' needs and implement the elements of the retention strategy that most suits the company's situation. Management must also be aware that any mistakes on their part in managing the strategy could lead to unnecessary costs that could severely affect the bottom-line.

There are many elements that could make up a successful retention strategy. The elements highlighted in this chapter are an employer branding exercise, recruitment and selection, orientation and onboard training, development and career management, remuneration, non-monetary reward and recognition, communication and employee engagement, and the boomerang effect.

However, a particular company's retention strategy does not need to incorporate all of the above elements. Policy choices must be appropriate to the particular diagnosis of the problem. Thus, the company must first conduct

surveys to establish the reason(s) for staff turnover, before selecting the elements that need to be focused on in their strategy.

CHAPTER 4: EMPIRICAL INVESTIGATION

4.1 INTRODUCTION

In Chapter two, a literature overview of staff turnover was provided, as well as the cost of staff turnover, the calculation thereof and the reasons for staff leaving or staying with a company. Chapter three presented an outline for a successful retention strategy and the general responsibility for managing staff retention. These two chapters served as the foundation for this chapter. Chapter two guided the design of the empirical study, whereas Chapter three will facilitate the recommendations made in Chapter five.

The first section in this chapter provides an overview of the optometrist industry in South Africa, which includes the optometric profession, the functions of frontline staff and the optometric organisational structure. The second section will further discuss the data analysis, interpretation and findings.

4.2 AN OVERVIEW OF THE OPTOMETRIC INDUSTRY IN SOUTH AFRICA

The purpose of the following section is to provide an overview of the optometric industry in South Africa, specifically focusing on the following aspects: the optometric profession, frontline staff and their function within a practice, and the optometric organisational structure of a small, medium and large practice.

4.2.1 The optometric profession

The Health Professions Council of South Africa (HPCSA, 2008) defines optometry as an occupation of measuring eyesight, prescribing corrective lenses and detecting eye disease. The HPCSA also define an optician as a person qualified to prescribe correct glasses or contact lenses and to detect eye disease. Thus, opticians perform eye examinations on patients with the specific purpose of detecting visual errors and correcting sight errors by providing spectacles and/or contact lenses.

The optometric profession is regulated by the Professional Board for Optometry and Dispensing Opticians. On 4 August 2008 the HPCSA (2008) reported on their website that a total of 2 586 professionals were registered with the Board in South Africa.

Optometric professionals are involved with the following types of services:

- The performance of eye examinations on patients with the specific purpose of detecting visual errors in order to provide clear, comfortable and effective vision;
- The correction of errors of refraction and related factors by the provision of spectacles and/or lenses and/or spectacle frames and/or contact lenses and/or the maintenance thereof, or by any means other than surgical procedures; and
- The use of scheduled substance which is approved by the Professional Board for Optometry and Dispensing Opticians and the Medicines Control Council and subject to certain professional and legal standards.

Above, the roles and duties of the optometrist were set out. In the next section, an overview of the functions of frontline staff will be provided.

4.2.2 Frontline staff and their function

In addition to the optometric professionals themselves, frontline staff have an important role to play in the industry. Robertson (2003) defines frontline staff as those who interact directly with customers or the public. This definition includes the following people:

- Front-desk (or service) staff;
- Customer service staff;
- Branch staff in general;
- Call centre (or help desk) staff; and
- Sales staff.

According to Robertson (2003), the following are some key characteristics of frontline staff:

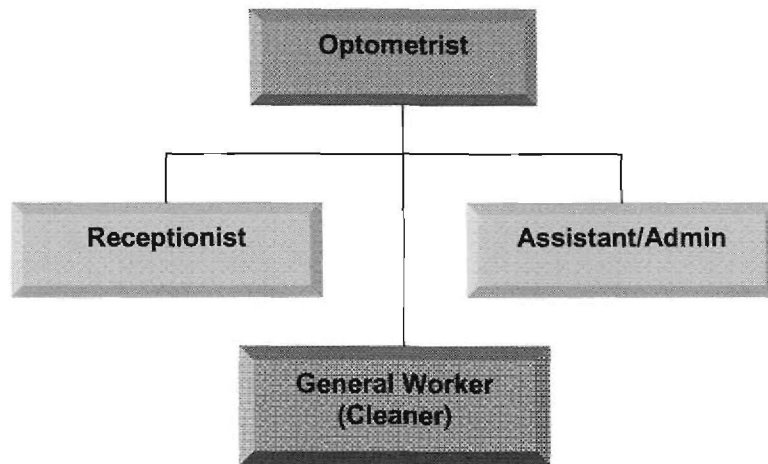
- Frontline staff usually have very defined job roles; they provide a support role in the line function;
- Frontline staff have extensive interaction with customers or the public;
- There is a strong hierarchical management structure in the frontline environment;
- Lines of communication follow this hierarchical chain of command;
- Most frontline staff hold relatively junior positions (receptionists, administration staff, assistants and floor sales personnel) within the company;
- The majority of frontline roles are non-professional;
- Frontline staff typically receive a considerable amount of “on-the-job” training when first employed;
- The specific company is legally liable for the actions of frontline staff; and
- Frontline staff have limited opportunities to innovate the ways in which they work.

To summarize the above, the frontline staff in an optometric practice are an essential component of the line function within the company. They also fulfil an important role in the day-to-day operations of the practice, as the optometrist is mostly busy with the eye examinations of patients. In the next section, the organisational structure of a small, medium, and large optometric practice will be discussed. This will provide a clearer picture as to where the duties of the optometrist, as well as those of frontline staff lie.

4.2.3 The optometric organisational structure

Optometric professionals, together with frontline staff are involved in the day-to-day operations of an optometric practice. The following reflect the typical organisational structures of small, medium and large optometric practices respectively:

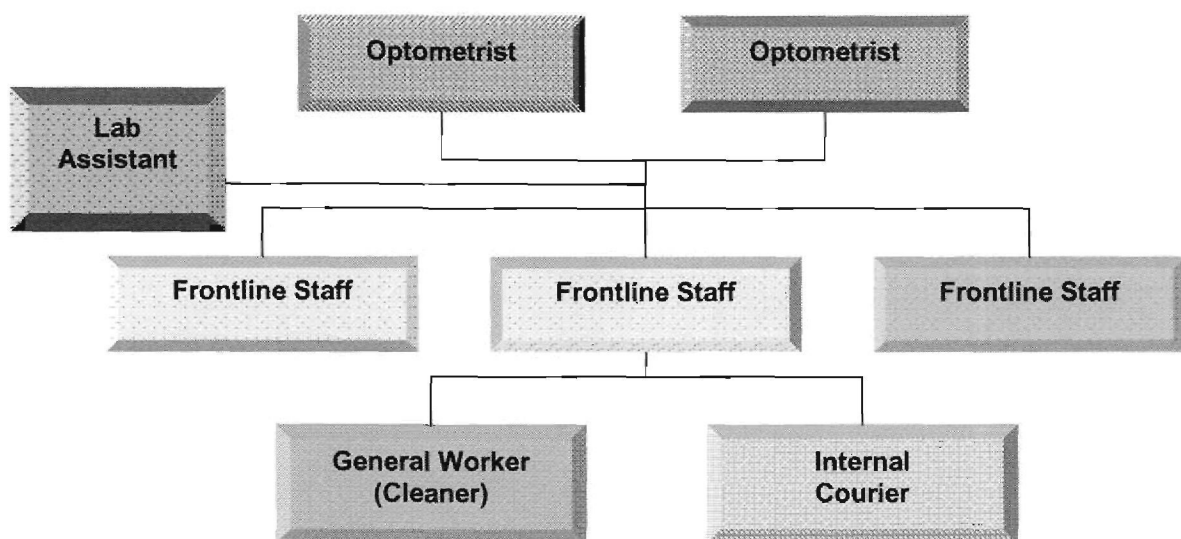
Figure 4.1: Organisational chart of a small optometric practice



(Source: Own compilation)

In a small optometric practice the optometrist is responsible for examination of patients as well as managing the employees. The receptionist does the day-to-day administration duties as well as the medical aid claims. There could also be a general assistant who will help the receptionist with the day-to-day duties and assist the optometrist as required. The general worker will assist with cleaning the practice. In a small optometric practice there is usually no internal courier.

Figure 4.2: Organisational chart of a medium optometric practice



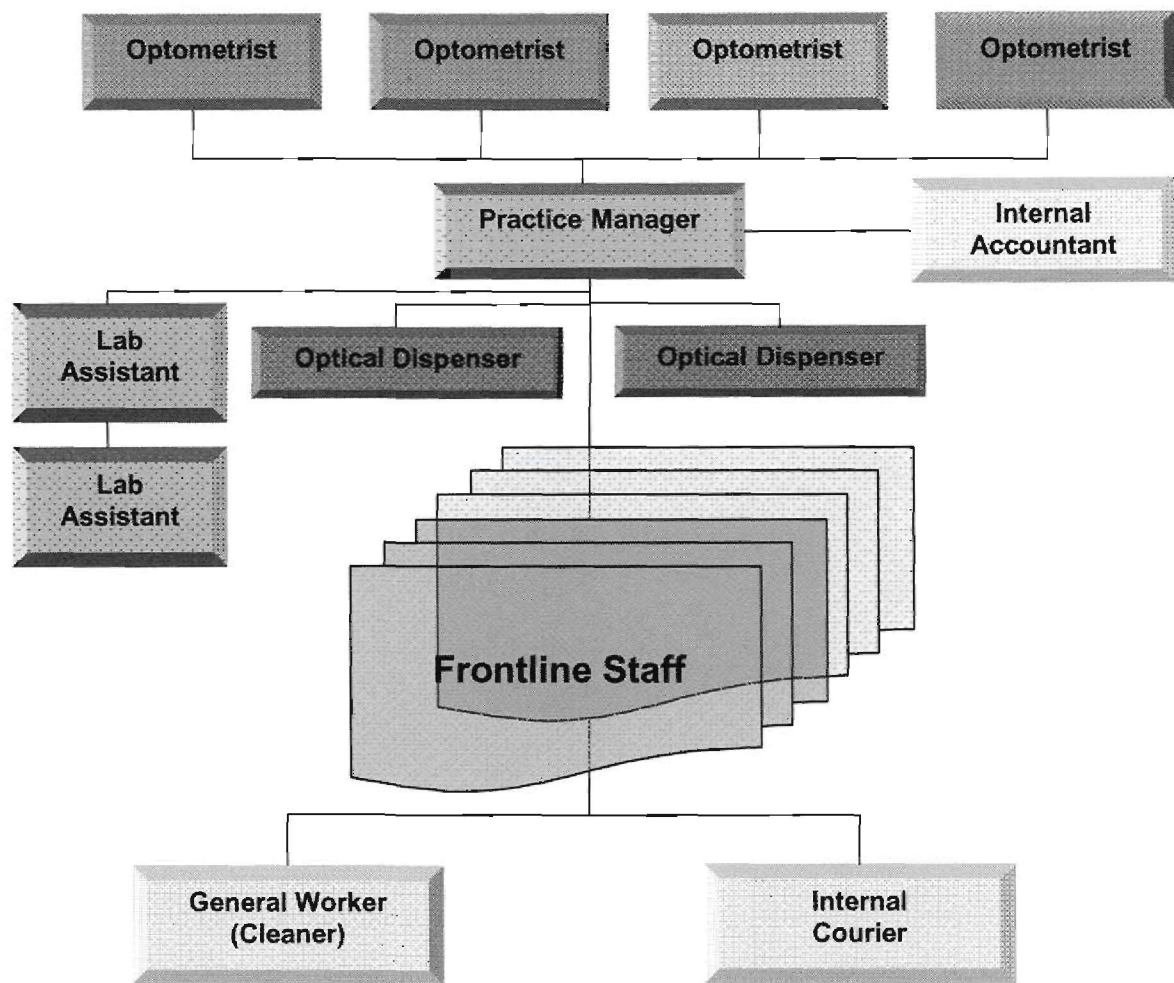
(Source: Own compilation)

A medium optometric practice differs from a small practice. In a small practice, it is usually an owner-managed business; the optometrist takes on all the responsibility for managing the staff and day-to-day operations. In a medium optometric practice, one would normally find two optometrists responsible for client care and practice management; the two optometrists are usually in a partnership and share the responsibility. If there is a lab on site, there will be a lab assistant who assists with the making of glasses for clients. There are normally three frontline staff members:

- A receptionist;
- An assistant; and
- An administration staff member.

An internal courier assists with day-to-day deliveries and the general worker ensures that the practice is clean and sterile.

Figure 4.3: Organisational chart of a large optometric practice



(Source: Own compilation)

In a large optometric practice, there are normally four to five optometrists, assisting clients with eye examinations. There is a practice manager, managing staff duties on a day-to-day basis. An internal accountant assists with the financial aspects such as bookkeeping, debtors and creditors. If the practice has a laboratory on site, there could be up to two lab assistants, assisting in making eye glasses. In a practice of this size there are normally two optical dispensers, six to seven frontline staff, ranging from receptionists, administration staff, and sales people. An internal courier assists with day-to-day deliveries and the general worker ensures that the practice is clean and sterile.

Above, an overview of the optometric environment was given. In the next section, the research methodology will be discussed, after which an analysis of the results and findings will be provided.

4.3 RESEARCH METHODOLOGY

The study focused on a number of independent optometric practices. The reasons for this focus is that, these optometrists and other interested parties, like staff recruitment agencies and training consultants that operate within the industry, perceive staff turnover to be high. Independent optometrists are usually the owners of the practices and they are normally concerned with the day-to-day patient care and operations. The optometrist in this instance does not have the time to focus on staff issues, and as there is no human resources department in a small, independent practice the collection of data on staff turnover and an analysis of the reasons for staff wanting to leave does not get done. When frontline staff resigns, the optometrist usually cannot pinpoint the reasons for the resignation, as no formal exit interviews are performed. Additionally, as the practices are independent, there has been no collective effort to find specific reasons for the perceived high staff turnover. Therefore, no data on staff turnover figures and reasons for turnover are available. As a result of this, the optometrists cannot assess the risks and costs involved when employees leave.

A quantitative research design was used to describe the factors influencing staff turnover in the optometric industry. Data was collected by use of questionnaires. The questionnaires were made available to frontline staff and optometrists of independent practices on the internet website www.vangon.co.za. An e-mail was sent to the target group, where they had to "click" on a link that linked them to the questionnaire.

Two questionnaires were distributed. One was sent to optometrists (see the complete questionnaire in Annexure A). The other questionnaire was sent to frontline staff (see complete questionnaire in Annexure B). The reasoning behind the two different target groups was to establish whether a gap exists

between what optometrists thought the reasons for frontline turnover were, and what the actual reasons were for frontline staff turnover.

4.3.1 Questionnaire design

In order to perform an evaluation of the perceptions of optometrists and frontline staff in the optometric industry, a survey was conducted by means of a questionnaire. Two questionnaires were distributed via e-mail. One of the questionnaires was sent to optometrists, the other one was sent to frontline staff. The frontline staff that were included in the questionnaire were receptionists, administration staff, assistants, sales staff, practice managers and registered optical dispensers.

The questions were formulated to inquire on mainly the following concepts:

- Staff turnover rates;
- What optometrists spend on training;
- The optometrists views on the reasons for staff leaving;
- The amount of training frontline staff receive per year;
- The amount of performance management done per year;
- The general management style within the practice;
- The reasons given by frontline staff for wanting to leave the practice; and
- The reasons given by frontline staff for wanting to stay with the practice.

Although all of the above elements were included in the two questionnaires, the study's emphasis was on the identification of the perceptions of the optometrists on the reasons for staff turnover and the actual reasons for staff leaving the optometric practice, as well as staff turnover rates.

4.4 STATISTICAL ANALYSIS OF THE EMPIRICAL STUDY

The statistical analysis was done and verified by the North-West University's Statistical Consultation Services. They compiled frequency tables on most of the questions in the two questionnaires. In the case of open-ended questions the researcher grouped the answers into categories and reports on the findings.

The frequency tables of the frontline staff questionnaires are attached in Annexure C and that of the optometrist questionnaires are attached in Annexure D.

4.5 RESULTS AND FINDINGS

This section of the chapter entails reporting on the results of the surveys done.

The following will be discussed under separate headings:

- The frontline questionnaire results;
- The optometrist questionnaire results; and finally
- A gap analysis.

4.5.1 Frontline staff questionnaire

The frontline questionnaire was divided into three categories; these are:

- Demographic environment;
- Practice management; and
- Reasons for staff turnover.

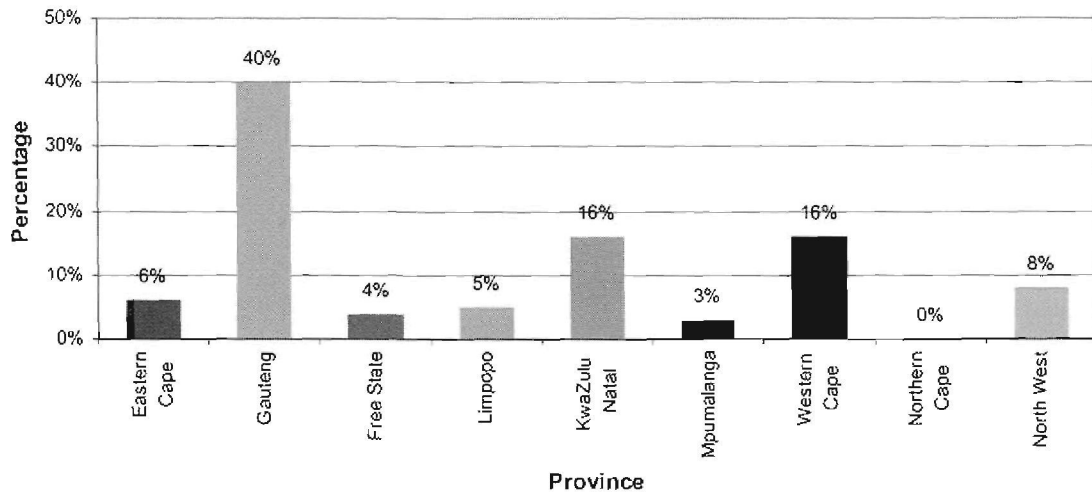
In this section, these categories will be discussed in the order that has been set out above.

4.5.1.1 Demographic environment of frontline staff

In this section, the different demographic elements of the frontline employees will be discussed. The following will be included in this discussion: the provincial locations, geographical range, gender of respondents, the different age groups within the frontline environment and the number of frontline staff in different jobs.

The first question that will be discussed is the percentage of frontline respondents per province.

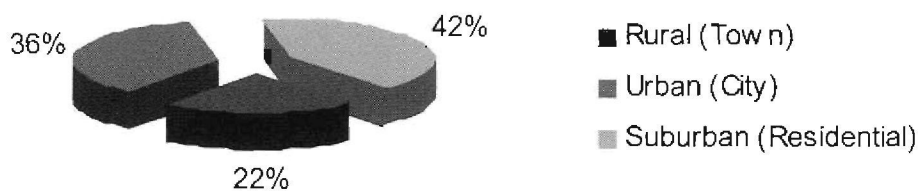
Figure 4.4: Percentage of frontline respondents per province



(Source: Own compilation)

As seen in the above figure, 40 percent of the respondents reside in the Gauteng province and sharing the second largest respondent rate is KwaZulu-Natal with 16 percent and Western Cape with 16 percent. In the case of frontline employees, none of the respondents were from the Northern Cape province.

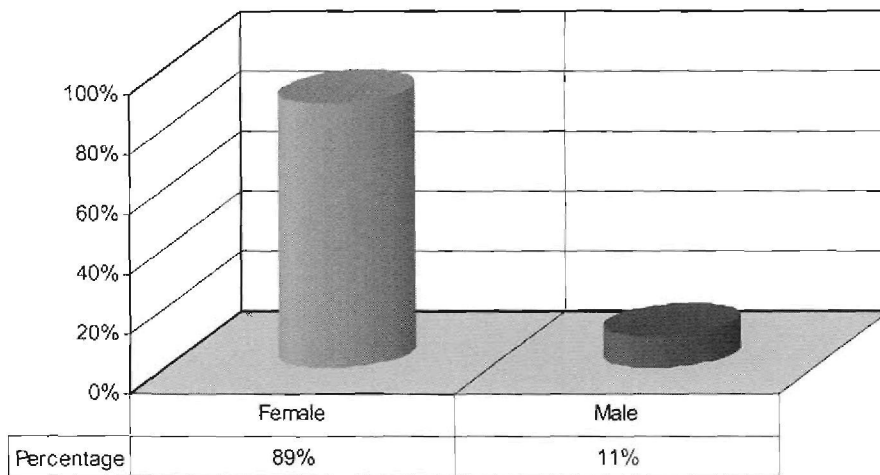
Figure 4.5: Geographical range of frontline respondents



(Source: Own compilation)

As can be seen from Figure 4.5, the largest number of respondents, 42 percent, are employed in the suburban areas. The second largest response rate was found in the urban areas, with 36 percent. This could be expected as there is a bigger concentration of people living in urban and suburban locations.

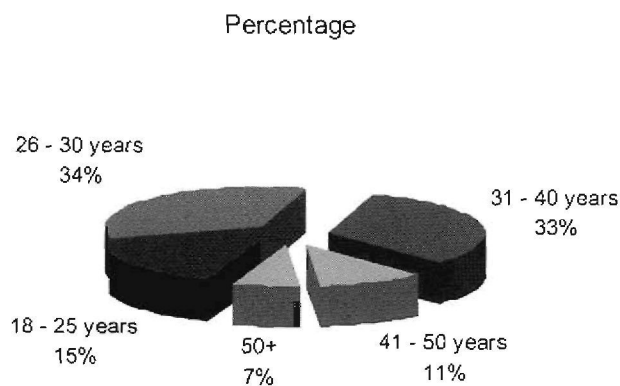
Figure 4.6: Gender of the respondents



(Source: Own compilation)

Of the respondents, 89.1 percent were females and 10.9 percent were males. This implies that nearly 90 percent of frontline staff is female.

Figure 4.7: Age of respondents

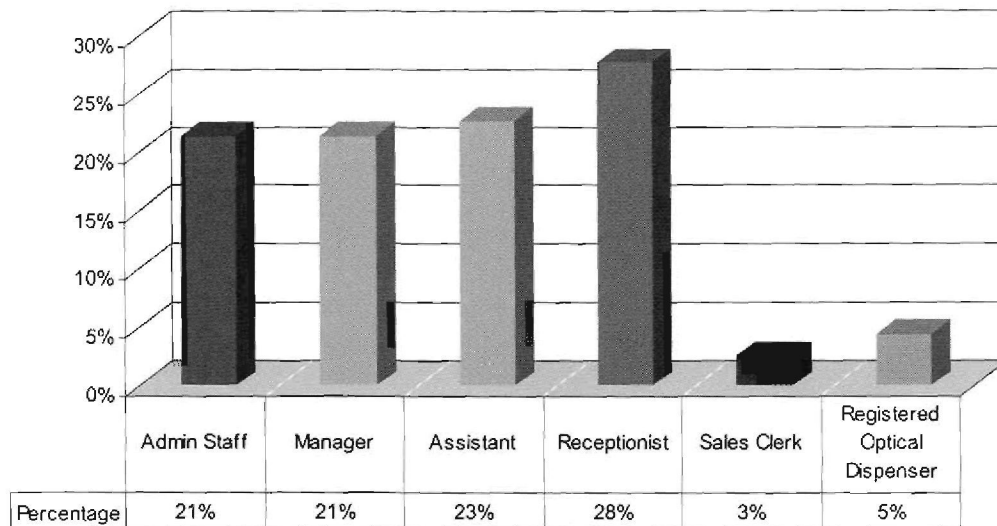


(Source: Own compilation)

In the analysis of the responses to this question, it can be derived that 34 percent of frontline staff were aged between 26 and 30, 33 percent were between 31 and 40, and the least amount of respondents, 7 percent, were 50 years and above.

The majority of the respondents are all within the working age group, with only a small percentage being close to retirement.

Figure 4.8: The various job descriptions of frontline staff



(Source: Own compilation)

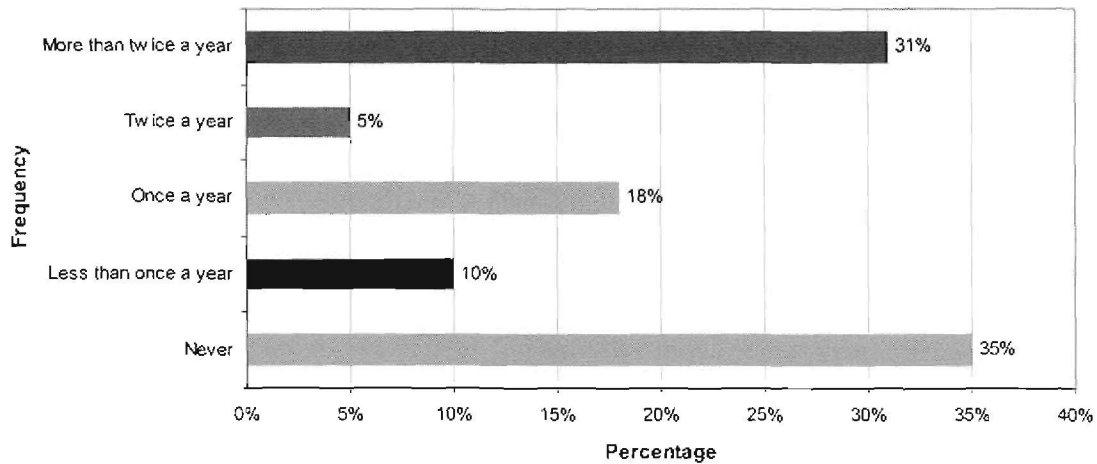
The largest number of respondents were receptionists, with 27 percent. Other frontline staff that responded were assistants (22.6 percent), administration staff (21 percent), sales clerks (2.6 percent); then there were 21 percent of managers that responded to the questionnaire and 4.6 percent registered optical dispensers. This implies that in most independent optometric practices there are no sales clerks or registered optical dispensers.

From two interviews conducted, one with a practice manager and the other with a training consultant within the industry, it was established that in most independent optometric practices the work responsibilities of sales clerks and registered optical dispensers are normally distributed amongst receptionists, administrative staff, assistants and management. This is supported by the number of responses received from these job categories.

4.5.1.2 Practice management

In this section of the questionnaire, performance management, the amount of training received and the management style within the practice will be discussed.

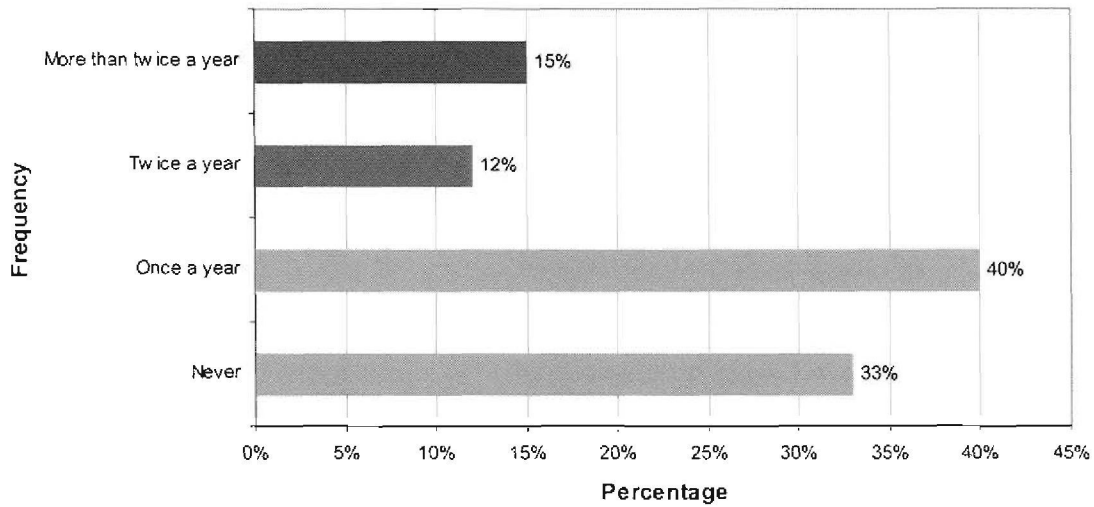
Figure 4.9: Performance management



(Source: Own compilation)

The above figure clearly shows that there are two extremes relating to performance management in optometric practices. On the one hand, frontline staff never receive any form of performance management (35.5 percent), and on the other hand many optometric practices do performance management more than twice a year (30.9 percent). This indicates that performance management is not applied consistently across the industry.

Figure 4.10: Amount of training that frontline staff receive per year



(Source: Own compilation)

From the figure (Figure 4.10), it can be derived that 67 percent of the respondents receive training at least once a year. There were 33 percent that said that they have never received training. This indicates that most optometric practices view training with a high priority due to the high level of annual training performed.

Table 4-1: Management style

Item	Management Style	Percentage
1.	Management makes all the decisions in the practice; I have no say.	13.5
2.	Management makes most of the decisions; but I am allowed to make some decisions, but within clearly defined boundaries.	19.4
3.	Management shares decision making with all employees in the practice	22.6
4.	I am consulted about work-related problems and decisions, but management still makes the final decisions.	44.5
TOTAL		100.0

(Source: Own compilation)

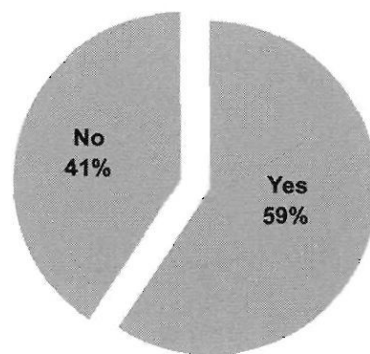
The largest number (44.5 percent) of frontline employees said that they were consulted about work-related decisions, but that management still made the

final decisions. Only 13 percent of employees said that they had no involvement in the decision making process. This indicates that employees are consulted about decisions that have to be made within the practice.

4.5.1.3 Reasons for staff turnover

This section of the questionnaire focuses on the reasons for staff turnover in the optometric industry.

Figure 4.11: Percentage of staff looking for another job



(Source: Own compilation)

In the questionnaire, frontline staff were asked the question, “Are you looking, or thinking of looking for another job?” As seen in the above figure, 59 percent of the respondents answered “Yes” to this question. This indicates that more than half of the respondents are not happy with their positions. This clearly indicates that there are potential turnover problems within the optometric industry. If the respondents that indicated that they wanted to leave, actually leave, then there will be a 59 percent turnover rate. From 2004 - 2008 current turnover rates have been approximately 19.2 percent for registered optical dispensers and 24 percent for frontline staff. This indicates that staff turnover levels will remain the same, or increase. Thus, cost related to staff turnover is likely to increase.

Of the respondents that indicated that they are looking for a new job or that they are thinking of leaving the practice in which they are currently working, were

asked the reasons why. In the next question, the reasons for these decisions are evaluated.

Table 4-2: Reasons for wanting to leave

Item	Possible reasons for wanting to leave the practice	Not a factor in leaving	Most important reason	Second most important reason	Third most important reason	Forth most important reason	Fifth most important reason	Total Percentage
1	I have a desire to take on a new challenge.	24.7	40.9	10.8	11.8	6.5	5.4	100.0
2	There is a lack of opportunity for advancement within the practice.	21.5	38.7	14.0	14.0	2.2	9.7	100.0
3	I am not satisfied with my salary.	16.1	45.2	14.0	16.1	0.0	8.6	100.0
4	I have a bad relationship with my colleagues.	57.0	6.5	5.4	8.6	8.6	14.0	100.0
5	I have a bad relationship with management.	49.5	10.8	3.2	15.1	9.7	11.8	100.0
6	This current job does not suite my personal situation at home.	54.8	9.7	8.6	10.8	2.2	14.0	100.0
7	To long working hours.	43.0	9.7	11.8	12.9	2.2	20.4	100.0
8	I feel that I am not appreciated by management.	55.9	14.0	12.9	5.4	4.4	6.5	100.0
9	Travelling distance from home to work.	53.6	8.6	7.5	8.6	3.2	18.3	100.0
10	I am retiring soon.	83.9	1.1	0.0	2.2	1.1	11.8	100.0
11	I have no control over my work or working environment.	54.8	4.3	11.8	14.0	7.5	7.5	100.0
12	I don't want to work on a Sunday or a public holiday.	38.7	18.3	7.5	8.6	4.3	22.6	100.0

(Source: Own compilation)

From the above table, it can be derived that frontline staff considered the following reasons for wanting to leave the practice as the most significant:

- Salaries (45 percent);
- A desire to take on a new challenge (41 percent); and
- A lack of opportunity for advancement (39 percent).

Other reasons that staff considered important and a deciding factor in their decision to resign are (these reasons are listed in order of importance):

- Unreasonable working hours, including working on weekends and public holidays (18 percent);
- A perception of not being appreciated by management (14 percent); and
- Their relationship with management (11 percent).

The factors that were listed as being least significant in their consideration of leaving the company were:

- Retirement (83 percent);
- Relationship with colleagues (57 percent);
- Having no control over their work and working environment (54.8 percent); and
- Personal situation at work (54.8 percent).

In this section, the elements that employees consider when leaving the practice were discussed. Equally important is to understand why employees will stay with the practice, as this could indicate what the optometrist must keep on doing, to motivate staff to stay. These reasons will be discussed in the next section.

Table 4-3: Reasons for wanting to stay

Item	Possible reasons for staying with the practice	Not a factor for staying	Most important reason	Second most important reason	Third most important reason	Forth most important reason	Fifth most important reason	Total Percentage
1	I feel challenged in my job.	31.3	20.3	18.8	21.9	4.7	3.1	100.0
2	There are a lot of opportunities for advancement within the practice.	31.3	21.9	17.2	9.4	6.3	14.1	100.0
3	I am satisfied with my salary.	26.6	17.2	14.1	20.3	14.1	7.8	100.0
4	I enjoy working with my colleagues.	20.3	48.4	10.9	7.8	7.8	4.7	100.0
5	I have a good relationship with management.	17.2	56.3	14.1	0.0	4.7	7.8	100.0
6	My job suits my personal situation at home.	17.2	35.9	21.9	9.4	1.6	14.1	100.0
7	I like my working hours.	21.9	29.7	15.6	14.1	7.8	10.9	100.0
8	Management makes me feel appreciated.	26.6	28.1	23.4	10.9	6.3	4.7	100.0
9	Travelling distance from home to work.	17.2	31.3	18.8	14.1	7.8	10.9	100.0
10	I have control over my work and working environment.	23.4	35.9	17.2	10.9	7.8	4.7	100.0
11	There are a lot of development opportunities within the practice.	29.7	17.2	18.8	20.3	6.3	7.8	100.0

(Source: Own compilation)

The employees that were not considering leaving their current jobs, considered the following reasons most significant in their decisions to stay with the practice:

- Their relationship with management (56 percent);
- Their relationship with colleagues (48 percent);
- The job suits their personal situation at home (36 percent); and
- Having control over their work and working environment (36 percent).

Other reasons that staff consider as being a deciding factor are (these reasons are listed in order of importance):

- Travelling distance from home to work (31 percent);
- Working hours (30 percent); and
- Management makes them feel appreciated (28 percent).

The factors that were listed as being least significant in their consideration of staying with the company were:

- Being challenged in their jobs (31.3 percent);
- Opportunities for advancement and growth within the practice (31.3 percent); and

- Development opportunities within the practice (29.7 percent).

4.5.2 Optometrist questionnaire

The questionnaires that were sent to the optometrists are divided into four categories:

- Demographic environment;
- Practice management;
- An analysis of staff turnover data; and
- The optometrists' perceptions of the reasons for staff turnover.

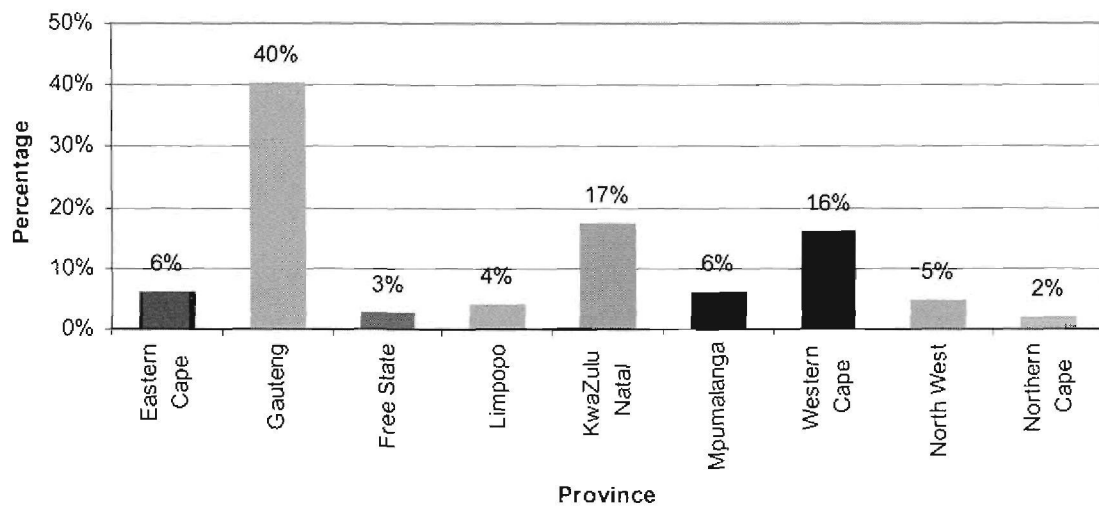
These categories will be discussed in the above order.

4.5.2.1 Demographic environment of optometrists

In this section, the different demographic elements of the optometrists and the optometric practices will be discussed. The following will be included in this discussion: the provincial locations, geographical range, the number of optometrists in the practice, and the number of years that the optometrist has been with the practice.

The first question that will be discussed is the percentage of optometrist respondents per province.

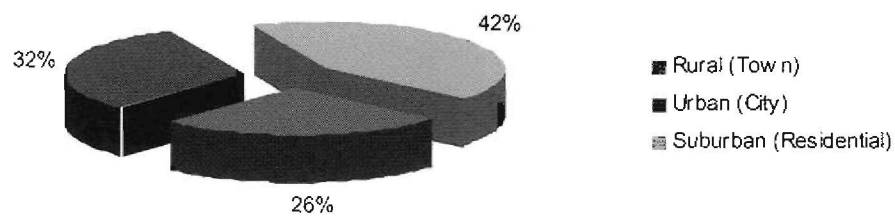
Figure 4.12: Percentage of optometrist respondents per province



(Source: Own compilation)

In the above figure, it is seen that just as in the case of the frontline staff, 41 percent of the respondents reside in the Gauteng province, and again the second largest respondent rate came from KwaZulu-Natal.

Figure 4.13: Geographical location



(Source: Own compilation)

The largest number of optometrists' practices, 41.2 percent, are situated in a residential area.

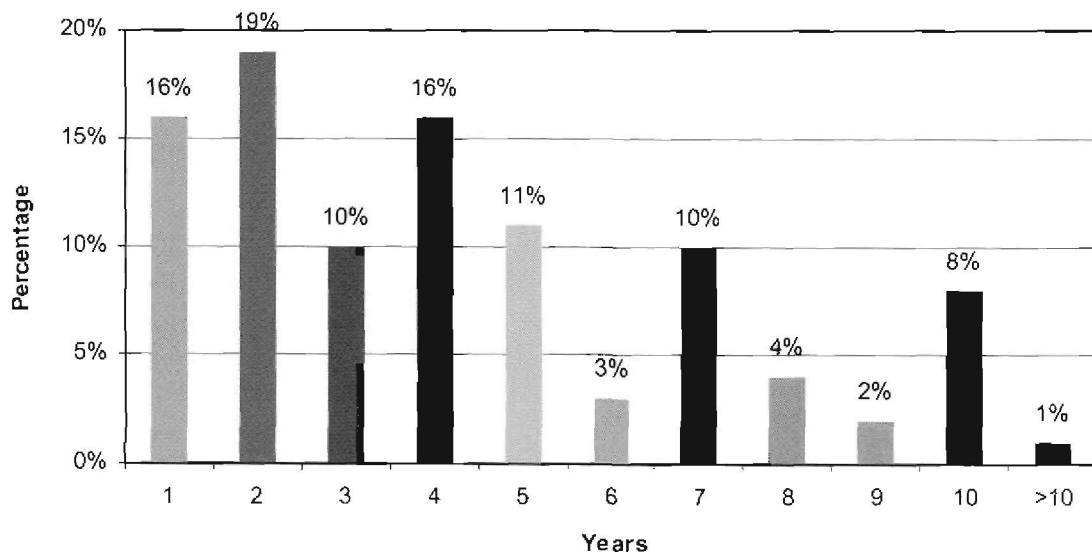
Table 4-4: Number of optometrists in the practice

Number of optometrists	2004	2005	2006	2007	2008	Average over a 5 year period
One Optometrist	74.3	70.9	70.3	64.3	59.7	67.9 percent
Two Optometrists	17.7	22.2	23.4	25.7	26.4	23.1 percent
Three Optometrists	7.1	4.3	3.1	6.4	9.0	5.9 percent
Four Optometrists	0.9	2.6	3.1	2.1	3.5	2.4 percent
Five Optometrists	0.0	0.0	0.0	0.7	1.4	0.4 percent
Six Optometrists	0.0	0.0	0.0	0.7	0.0	0.1 percent

(Source: Own compilation)

The majority of the responses received (67.9 percent) were from sole practitioners. It can also be noted that very few responses came from practices with more that four optometrists.

Figure 4.14: Number of years with the practice

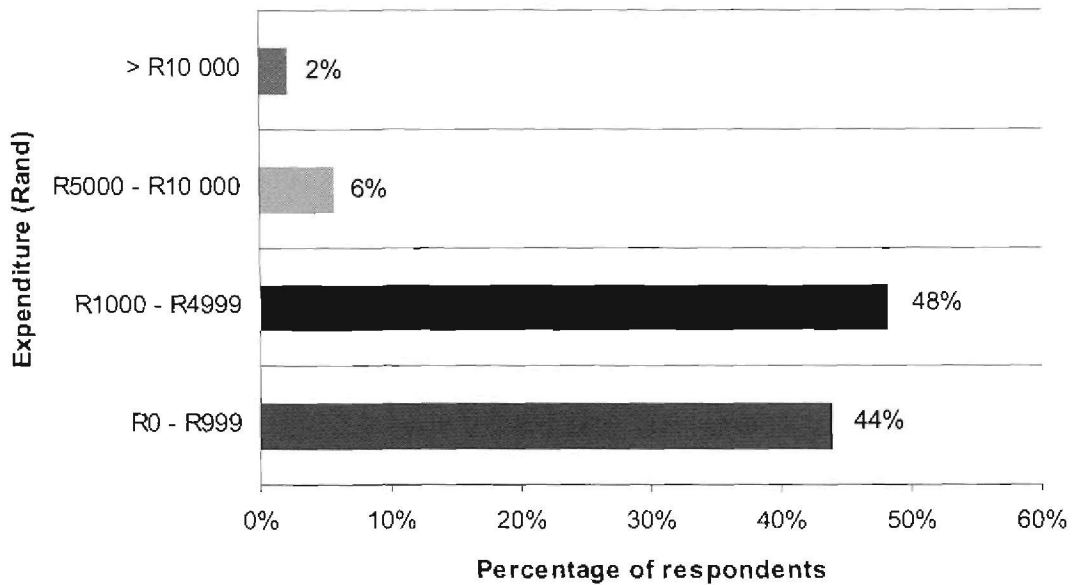


(Source: Own compilation)

Concluded from the above figure, most of the optometrists that responded to the questionnaire have been with the practice for five years or less.

4.5.2.2 Practice management

Figure 4.15: Amount spent on training



(Source: Own compilation)

According to the optometrists, 44 percent spend only R0 - R 999 on training per person per year. Furthermore, 56 percent of practices spend in excess of a R1000 per staff member on training per annum. This correlates to the responses received by staff in regard to the annual training per year.

4.5.2.3 An analysis of staff turnover data

Table 4-5: Registered optical dispensers' turnover data

	2004	2005	2006	2007	2008
Average number of registered optical dispensers employed	28	23	30	38	42
Number of registered optical dispensers who have resigned	5	5	5	8	2
Number of registered optical dispensers who have dismissed during:	0	1	0	0	0
Total number of registered optical dispensers that have left the practices	5	6	5	8	2

(Source: Own compilation)

In the above table, the data is recorded used to calculate the staff turnover rate of registered optical dispensers over a period of five years. The staff turnover rates for the period 2004 - 2008 are discussed in Figure 4.16.

Figure 4.16: Turnover rates for registered optical dispensers

<u>Staff turnover for registered optical dispensers during 2004.</u> $\frac{5}{28} \times 100 = 17.9\%$	<u>Staff turnover for registered optical dispensers during 2005.</u> $\frac{6}{23} \times 100 = 26.1\%$	<u>Staff turnover for registered optical dispensers during 2006.</u> $\frac{6}{23} \times 100 = 26.1\%$
<u>Staff turnover for registered optical dispensers during 2007.</u> $\frac{8}{38} \times 100 = 21.1\%$	<u>Staff turnover for registered optical dispensers during 2008.</u> $\frac{2}{42} \times 100 = 4.8\%$	

(Source: Own compilation)

Turnover rates for registered optical dispensers were 17.9 percent in 2004; there was an 8.2 percent increase in staff turnover during the period 2004 - 2005 to 26.1 percent. The reason for the large increase is unknown. In the period 2005 - 2006, staff turnover rates for optical dispensers remained the same and decreased to 21.1 percent in the period 2006 - 2007. There was a large decrease in turnover for the period of 2007 - 2008 to 4.8 percent.

Table 4-6: Frontline staff's turnover data

	2004	2005	2006	2007	2008
Average number of support staff employed during:	378	396	439	506	519
Number support staff who have resigned during:	75	66	96	127	104
Number support staff who have been dismissed during:	13	4	8	31	22
Total number of support staff that have left the practices during:	88	70	104	158	126

(Source: Own compilation)

In the above table, the data is recorded that was used to calculate the staff turnover rate of the support staff over a period of five years. The turnover rates for the period 2004 - 2008 are discussed in Figure 4.17.

Figure 4.17: Turnover rates for frontline staff

<u>Staff turnover for Support staff during 2004.</u>	<u>Staff turnover for Support staff during 2005.</u>	<u>Staff turnover for Support staff during 2006.</u>
$\frac{88}{378} \times 100 = 23.2\%$	$\frac{70}{396} \times 100 = 17.7\%$	$\frac{104}{439} \times 100 = 23.7\%$
<u>Staff turnover for Support staff during 2007.</u>	<u>Staff turnover for Support staff during 2008.</u>	
$\frac{158}{506} \times 100 = 31.2\%$	$\frac{126}{519} \times 100 = 24.3\%$	

(Source: Own compilation)

Turnover rates for frontline staff were 23.2 percent in 2004; there was a decrease in staff turnover during the period 2004 - 2005 to 17.7 percent. In the period 2005 - 2006, turnover rates for frontline staff increased by 6 percent to 23.7 percent. During the period 2006 – 2007, there was another big increase of staff turnover to 31.2 percent. In the final period tested in the study, staff turnover decreased to 24.3 percent.

4.5.2.4 The optometrists' perception on reasons for staff turnover

In the research study the optometrists stated that they perceived the following reasons to be a deciding factor for staff wanting to leave their jobs:

Table 4-7: Optometrists' view on reasons for staff turnover

Item	Optometrists view on the possible reasons for frontline staff and registered optical dispensers leaving the practice	Not a factor for staying	Most important reason	Second most important reason	Third most important reason	Forth most important reason	Fifth most important reason	Total Percentage
1	A desire to take on a new challenge	58.0	15.6	7.3	10.4	3.8	4.9	100.0
2	Lack of opportunity for advancement within the practice	61.5	12.2	11.1	9.4	2.8	3.1	100.0
3	Better wage and/or benefit offer elsewhere	46.9	29.5	13.9	5.2	2.4	2.1	100.0
4	A bad relationship with their colleagues	67.7	4.5	9.4	8.7	4.5	5.2	100.0
5	Bad relationship with management	64.6	9.7	6.6	9.7	4.9	4.5	100.0
6	Personal situation at home	62.8	8.3	9.7	8.3	4.5	6.3	100.0
7	Long working hours - including work on Saturday/Sunday	62.8	14.6	8.3	6.6	3.1	4.5	100.0
8	Perseption of recognition (feeling a lack of appreciation)	69.1	6.3	6.9	8.0	4.9	4.9	100.0
9	Travelling distance from home to work	69.1	4.5	6.9	8.0	5.6	5.9	100.0
10	Lack of control over work or working environment	72.2	4.2	6.9	7.3	4.5	4.9	100.0

(Source: Own compilation)

Optometrists considered the following reasons for staff wanting to leave the practice as the most significant:

- Salaries (30 percent);
- A desire to take on a new challenge (16 percent); and
- Working hours (15 percent).

Other factors perceived as playing a role were (these reasons are listed in order of importance):

- Lack of opportunity for advancement (12 percent);
- Employees' relationship with management (10 percent); and
- Their personal situation at home (8 percent).

The factors that were listed as being least significant in their consideration of leaving the company were:

- Travelling distance from home to work; and
- A lack of control over work or the working environment.

In the next section, the results of the two questionnaires will be compared, to assess if any gaps exist between the perceptions of optometrists and the actual reasons for staff turnover.

4.5.3 Gap analysis

In the next section, a gap analysis will be done to determine whether any gaps exist between the optometrists' perception of staff turnover and the staff's actual reasons for staff turnover.

Table 4-8: Most important reasons for wanting to leave the practice

Item	Reasons	Staff's Reasons	Optometrists perceived reasons	Gap Analysis
1	Not satisfied with salaries	45%	30%	15%
2	A desire to take on a new challenge	41%	16%	25%
3	Lack of opportunity for advancement	39%	12%	27%
4	Long working hours, including weekends	18%	15%	3%
5	The relationship with management	11%	10%	1%
6	Relationship with colleagues	7%	5%	2%
7	Personal situation at home	10%	8%	2%
8	Feeling of not being appreciated by management	14%	6%	8%

(Source: Own compilation)

4.6 CONCLUSION

As seen in this chapter, an optometrist is only allowed to operate within the defined scope of practice as set out in the guidelines by the Health Professions Council of South Africa. Frontline workers assist optometrists in the day-to-day business activities.

In this chapter, the data analysis, interpretation and findings were discussed. The following can be concluded from the results and findings:

- 1 The largest number of respondents resides within the Gauteng province and the second largest response rate was from KwaZulu-Natal.
- 2 The smallest respondent rate was from rural areas.
- 3 Most of the frontline staff is female.
- 4 The average age for frontline staff is between 26 and 40.

- 5 In this study, only 2.6 percent of respondents were sales clerks and only 4.5 percent were registered optical dispensers thus making it difficult to conclude on their opinions.
- 6 A total of 73 percent of staff received training less than twice a year.
- 7 The average amount spent on training per person per year is between R0 - R4999.
- 8 With performance management, there are two extremes within the industry: 36.2 percent of the respondents said they undergo performance management twice a year or more, and 44 percent said that they undergo performance management less than once a year.
- 9 Mostly, optometrists consult staff on work related issues, but still make the final decision.
- 10 More than half of the people that responded to the survey said that they were looking for another job or was thinking of looking for another job.
- 11 Staff considered the following to be the most important reasons for wanting to resign:
 - Salaries;
 - A desire to take on a new challenge; and
 - A lack of opportunity and advancement.
- 12 Optometrists perceive the following to be the most important reasons for staff wanting to resign:
 - Salaries;
 - A desire to take on a new challenge;
 - A lack of opportunity and advancement; and
 - Too long working hours.
- 13 Staff considered the following to be the most important reasons for wanting to stay with the practice:
 - Relationship with management;
 - Relationship with colleagues;
 - Having control over their work and working environment; and
 - Their current positions suit their personal situation at home.
- 14 Turnover rates for staff and registered optical dispensers are considered to be high.

Chapter five concludes this study and makes recommendations for optometrists on the retention strategy that will best address the problems within the industry.

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

In this chapter, answers will be provided to the questions raised at the outset of this study. Furthermore, a summary of findings will be presented together with appropriate recommendations.

The primary objective of this study was to determine whether any common reasons for staff turnover exist within the optometric industry. This will be dealt with first. Thereafter the three secondary objectives will be discussed. They were:

- To determine what the staff turnover rates are for the optometric industry, and to evaluate whether the turnover rates are in fact high;
- To evaluate whether or not a gap exists between management's perception and the actual reasons for staff leaving the optometric practice; and
- To make recommendations on a retention strategy that will be appropriate for the optometric industry.

Conclusions regarding the above objectives will be made based on the results and findings discussed in Chapter four, section 4.5. Recommendations will also be provided on the way forward with reference to these conclusions. Moreover, possible future areas of research regarding staff turnover and retention in the optometric industry will be identified.

5.2 SUMMARY OF RESULTS

In this section, a summary of Chapters two and three will be provided. These chapters dealt with staff turnover and the retention of staff respectively. The conclusions reached in terms of the problem statement in Chapter one will also be discussed. This statement points to the following: investigating the staff

turnover rates over a five-year period in the optometric industry, and then to evaluate whether the turnover rates are in fact high, as well as determining if there are any common reasons for the staff turnover.

In Chapter Two it was clear that the optometrist should give proper consideration to staff turnover in general and especially if it is found to be high, as it could be very costly to the practice. These costs could be direct or indirect. The direct costs are more easily calculated and more visible. However, it is the indirect costs of staff turnover that could create a greater impact. These types of costs are not easily calculated and not that visible to management. It was also found that not all staff turnover is bad for the organisation and, in this instance, an optometric practice. Some staff turnover could be beneficial to the organisation; for example, the turnover could create opportunities for new experiences and career progression, provide flexibility in contracts and could protect staff from job failure and burn-out.

Various reasons motivate employees to remain in or leave an organisation, thus different reasons for turnover. These reasons differ from person to person, and must be carefully assessed before an appropriate retention strategy can be formulated.

The empirical study in Chapter four focused on employee numbers during the period 2004 - 2008, including the number of employees who resigned and who were dismissed during that period. The study also examined the reasons for employees wanting to leave or remain with the practice. This provided the basis for the following conclusions and recommendations.

5.2.1 Staff turnover rates for registered optical dispensers and frontline employees

High staff turnover adds many facets to the management of an organisation. Management must give proper consideration to staff turnover as it could be very costly to the organisation. Management needs to know what their staff turnover rates are in order to calculate the costs incurred by the company, as well as to

assess whether or not their staff turnover rates are reasonable. As seen in Chapter two, section 3.3, a staff turnover rate of 15 percent in an optometric practice is reasonable, whereas a turnover rate of 20 percent or more is considered to be high. Considering this and taking into account the findings in Chapter four on the staff turnover rates for the period 2004 - 2008, the following can be concluded:

- Turnover rates for registered optical dispensers: The average turnover rate over the five-year period, as discussed in figure 4.13 is 19.2 percent. This is just below 20 percent, which is considered high.
- Turnover rates for frontline staff: The average turnover rate over the five-year period, as discussed in figure 4.14 is 24 percent. Thus, the staff turnover rate for frontline employees is high, according to the abovementioned benchmark.

With reference to the problem statement in Chapter one, section 1.2, the findings in the above section clearly indicates that the optometric industry is indeed struggling with high staff turnover rates. However, it does an optometrist no good only to know what the turnover rates are for staff. The reasons for turnover also need to be known before any efforts can be exerted to curb the problem.

5.2.2 Reasons for staff resigning from or staying with an optometric practice

The study found that there are different reasons for employees wanting to stay with, or leave the organisation. These reasons differ from person to person. Also, the factors affecting employees' reasons for wanting to leave or wanting to stay with the organisation are similar; it is just a matter of how it is perceived by the employee.

In the data analysis in Chapter four, the reasons considered most important by staff as factors when considering leaving the practice were, in order of importance:

- Salaries (45 percent);
- A desire to take on a new challenge (41 percent); and
- A lack of opportunity for advancement (39 percent).

Other reasons that staff considered important and a deciding factor in their decision to resign were, in order of importance:

- Unreasonable working hours, including working on weekends and public holidays (18 percent);
- A feeling of not being appreciated by management (14 percent); and
- Their relationship with management (11 percent).

The reasons that staff consider when they want to resign from the practice should not be viewed in isolation. It is also important for the optometrists to know what factors encourage staff to stay. The optometrist can then have a sense of what he/she is doing right and it could give the optometrist struggling with high staff turnover an idea of what to do to make the employees stay.

From the research, the reasons staff listed as being most important in their decision to stay, listed in order of importance, were:

- Their relationship with management (56 percent);
- Their relationship with colleagues (48 percent);
- The job suits their personal situation at home (36 percent); and
- Having control over their work and working environment (36 percent).

Other reasons that staff consider as being a deciding factor, in order of importance, were:

- Travelling distance from home to work (31 percent);
- Working hours (30 percent); and
- Management makes them feel appreciated (28 percent).

In the above section, the frontline staff in the optometric industry indicated the actual reasons for staff turnover. The findings also highlight that there are three common reasons for the turnover rates. These are:

- Staff's dissatisfaction with remuneration;

- Staff do not feel challenged; and
- There is a lack of opportunities for advancement within the optometric industry.

In contrast to the above, the next section will focus on the findings relating to the optometrists' perceived reasons for staff turnover.

5.2.3 Perceptions of optometrists on the reasons for staff resigning

In the research study, the optometrists stated that they perceived the following reasons to be a deciding factor for staff wanting to leave their jobs, in order of importance:

- Salaries (30 percent);
- A desire to take on a new challenge (16 percent); and
- Working hours (15 percent).

Other factors perceived as playing a role were, in order of importance:

- A lack of opportunity for advancement (12 percent);
- Employees' relationship with management (10 percent); and
- Their personal situation at home (8 percent).

The actual reasons for staff turnover as set out in section 5.2.3, and the perceived reasons as discussed in this section, provide the basis on which the gap analysis was done in Chapter four. The results of the gap analysis will be discussed in the next section.

5.2.4 Gap analysis between actual and perceived reasons for staff turnover

In this section, the responses to the questionnaires that were sent out to the optometrists and frontline staff respectively, will be compared. The comparison will reveal whether there are any gaps between the actual and perceived reasons for staff turnover. More than 10 percent difference will be seen as

significant and will be recorded as a gap. The following table provides an overview of the gap analysis done:

Table 5-1: Gap analysis

Item	Reasons	Staff's Reasons	Optometrists perceived reasons	Gap percentage	Gap
1	Lack of opportunity for advancement	39%	12%	27%	YES
2	A desire to take on a new challenge	41%	16%	25%	YES
3	Not satisfied with salaries	45%	30%	15%	YES
4	Feeling of not being appreciated by management	14%	6%	8%	NO
5	Long working hours, including weekends	18%	15%	3%	NO
6	Relationship with colleagues	7%	5%	2%	NO
7	Personal situation at home	10%	8%	2%	NO
8	The relationship with management	11%	10%	1%	NO

(Source: Own compilation)

It is clear from the results captured in the above table that a lack of advancement opportunities, the desire to take on a new challenge and dissatisfaction with salaries are regarded by staff as the most significant factors when considering resignation. The results also reflect that optometrists perceive these reasons to be somewhat significant. However, the degree by which optometrists perceive these factors to be important differs dramatically from the degree of importance actually attached by staff to these factors. This clearly indicates that optometrists are not in touch with the needs of their staff, making it difficult for them to implement an effective retention strategy.

5.3 RECOMMENDATIONS

As a result of the cost of staff turnover it is imperative that optometrists design and implement employee retention strategies that are in line with needs and expectations of their employees. The retention strategy is the responsibility of management. Management must make an effort to understand their employees' needs and implement the elements of the retention strategy that best suits the circumstances of the particular practice. In addition, management must be

aware that any mistakes on their part in managing the strategy could lead to unnecessary costs that could severely affect the bottom-line.

An important aspect of managing a business is managing the staff. When staff morale is low and employees are not motivated to perform their daily functions, it can put strain on the operational and financial performance of the practice. It is therefore important for the optometrist to know why employees get demotivated, as well as the reasons for employees staying motivated and loyal to the practice. In the end it is about getting “aligned commitment”.

When the optometrist knows what the reasons are, proper strategies can be implemented either to curb the problem or keep the status quo. There are many elements that could make up a successful retention strategy. The elements, which have been highlighted in Chapter three, section 3.5, are:

- An employer branding exercise;
- Recruitment and selection;
- Orientation and onboard training;
- Development and career management;
- Remuneration;
- Non-monetary reward and recognition;
- Communication and employee engagement; and
- The boomerang-effect.

It is important to remember that a particular retention strategy does not need to incorporate all of the above elements. Policy choices must be appropriate to the particular diagnosis of the problem. As discussed earlier, based on the results of the questionnaires, the most significant reasons for staff turnover are the lack of advancement opportunities, the desire to take on a new challenge and dissatisfaction with salaries. To directly address these reasons, four elements of a retention strategy have been selected, for particular focus in the optometric industry. These are:

- Remuneration;
- Non-monetary reward and recognition;
- Development and career management; and

- Communication and employee engagement.

It is not always possible to change the remuneration packages of staff members as it could lead to increased costs incurred by the practice, which it might not be able to afford. In such instances, it could be beneficial for the practice to focus its efforts on non-monetary reward and recognition, development and career management, communication and employee engagement. These elements of the retention strategy are affordable and easy to implement. One other possible strategy element that could help in the retention of staff, especially in the independent optometric practices, is the establishment of an advisory board, which can analyse staff turnover data on a more frequent basis and advise independent practices on issues that might arise.

In the course of the research conducted for this study, the following areas emerged as potential areas for further exploration:

- National study on retention trends in the optometric sector;
- Comparative study on independent optometric practices and franchises to determine if franchises also struggle with the same problems as the independent practices;
- Comparative study with other medical fields or service industries, to determine whether they have a staff turnover problem as well.

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ANNEXURE A

Questionnaire on Staff Turnover in the Optometric Industry

The following questionnaire will assist the researcher to analyse staff turnover as well as to determine the perception of the optometrist on why employees will resign from the practice. This questionnaire is anonymous and confidential, please provide honest responses.

This questionnaire consists of 13 questions. In questions 1 – 11, please indicate with the use of an (X) the suitable response. In questions 12 -13, please make use of numbering 1, 2, 3 ext. to indicate importance.

Your participation in completing this questionnaire is highly appreciated.

1 Please indicate the Province in which your practice is situated:

Province	
Eastern Cape	
Free State	
Gauteng	
Kwa Zulu-Natal	
Limpopo	
Mpumalanga	
North-West	
Northern Cape	
Western Cape	

2 Please indicate the Geographical location of the practice:

Geographical Location	
Urban (City)	
Rural (Town)	
Suburban (Residential)	

3 How many Optometrists are in the practice during the following period:

Year	Number of Optometrists					
	1	2	3	4	5	6
2004						
2005						
2006						
2007						
2008						

4 How long have you been with the practice:

Number of years in the Practice											
0	1	2	3	4	5	6	7	8	9	10	More than 10 Years

5 Please indicate the average number of Registered Optical Dispensers who were employed in the practice during the following period:

Year	Number of Optical Dispensers						
	0	1	2	3	4	5	6
2004							
2005							
2006							
2007							
2008							

- 6 Please indicate the average number of Support staff (includes all staff, such as assistants, receptionists and administration staff) who were employed in the practice during the following period:

Year	Number of Support Staff									
	0	1	2	3	4	5	6	7	8	9
2004										
2005										
2006										
2007										
2008										

- 7 Please indicate the number of Registered Optical Dispensers who have resigned from the practice during the following period:

Year	Number of Optical Dispensers						
	0	1	2	3	4	5	6
2004							
2005							
2006							
2007							
2008							

- 8 Please indicate the number of Support staff (includes all staff, such as assistants, receptionists and administration staff) who have resigned from the practice during the following period:

Year	Number of Support staff									
	0	1	2	3	4	5	6	7	8	9
2004										
2005										
2006										
2007										
2008										

- 9 Please indicate the number of Registered Optical Dispensers that have been dismissed from the practice during:

Year	Number of Optical Dispensers dismissed						
	0	1	2	3	4	5	6
2004							
2005							
2006							
2007							
2008							

- 10 Please indicate the number of Support staff (includes all staff, such as assistants, receptionists and administration staff) that have been dismissed from the practice during:

Year	Number of Support Staff dismissed									
	0	1	2	3	4	5	6	7	8	9
2004										
2005										
2006										
2007										
2008										

- 11 Please indicate how much money is spent on training per person per year:

Cost of training			
0 – R 999	R 1000 – R 4999	R 5000 – R 10 000	More than R10 000 per year

12 When Registered Optical Dispensers resign from the practice what do you think is the reason/reasons? Please indicate the reason/reasons in order of importance, (1) most important, (2) second most important, (3) third most important ext.:

Reasons for Optical Dispensers resigning		
1	A desire to take on a new challenge.	
2	Lack of opportunity for advancement with in the practice.	
3	Better wage and/or benefit offer elsewhere.	
4	A bad relationship with their colleagues.	
5	Bad relationship with management.	
6	Personal situation at home.	
7	Long working hours – including work on Saturday/Sunday.	
8	Perception of recognition (feeling a lack of appreciation)	
9	Travelling distance from home to work.	
10	Lack of control over work or working environment	
11	Other	

If you chose "other" please specify:

13 When supporting staff (includes all staff, such as assistants, receptionists and administration staff) resign from the practice what do you think is the reason/reasons? Please indicate the reason/reasons in order of importance, (1) most important, (2) second most important, (3) third most important ext.:

Reasons for Support Staff resigning		
1	A desire to take on a new challenge.	
2	Lack of opportunity for advancement with in the practice.	
3	Better wage and/or benefit offer elsewhere.	
4	A bad relationship with their colleagues.	
5	Bad relationship with management.	
6	Personal situation at home.	
7	Long working hours – including work on Saturday/Sunday.	
8	Perception of recognition (feeling a lack of appreciation)	
9	Travelling distance from home to work.	
10	Lack of control over work or working environment	
11	Other	

If you chose "other" please specify:

Thank You!

The Researcher

ANNEXURE B

Questionnaire on Staff Turnover in the Optometric Industry

The following questionnaire will assist the researcher to analyse the reasons for staff turnover. This questionnaire is anonymous and confidential, please provide honest responses.

Your participation in completing this questionnaire is highly appreciated.

1 Please indicate the Province in which the practice is situated:

Province	
Eastern Cape	
Free State	
Gauteng	
Kwa Zulu-Natal	
Limpopo	
Mpumalanga	
North-West	
Northern Cape	
Western Cape	

2 Please indicate the geographical location of the practice:

Geographical Location	
Urban (City)	
Rural (Town)	
Suburban (Residential)	

3 Please tick the box that applies to you:

Sex	
Male	
Female	

4 Please tick the box that applies to you:

Age	
18 – 25	
26 – 30	
31 – 40	
41 – 50	
51 +	

5 Please indicate your job description:

Job Description	
Registered Optical Dispensers	
Manager	
Administration staff	
Assistant	
Receptionist	
Sales	

6 Please select one of the following that best describe your working environment:

Management Style		
1	Management makes all the decision in the practice; I have no say.	
2	Management makes most decisions; but I am allowed to make some decisions, but within clearly defined boundaries.	
3	I am consulted about work-related problems and decisions, but management still makes the final decisions.	
4	Management shares decision making with all employees in the practice.	

7 If you could be the practice manager, what would you do differently to motivate staff?

8 Training (Do you attend training courses?):

Training	
Never	
Once a year	
Twice a year	
More than twice a year	

9 Performance Management (How often do you receive feedback on your performance?):

Training	
Never	
Less than once a year	
Once a year	
Twice a year	
More than twice a year	

10 Incentives (Do you receive incentive bonuses?):

Incentives	
NO, I don't receive any bonuses.	
NO, I receive a guaranteed 13 th check.	
NO, I receive a bonus but it is not based on my performance.	
YES, I receive a 13 th check and an incentive bonus.	
YES, I receive a bonus based on my performance and the performance of the practice.	
YES, I receive a bonus based only on my performance.	

11 Are you currently looking for another job or thinking of leaving your current job?

Looking for another job?	
Yes	
No	

If you answered **NO** please complete question number **(12)**. If you answered **YES** please complete question number **(13)**.

12 If the answer was **NO** please select one or more of the following reasons for why you are not considering resigning. Please indicate the reason/reasons in order of importance, (1) most important, (2) second most important, (3) third most important etc..:

Reasons for NOT resigning	
1	I feel challenged in my job.
2	There are a lot of opportunities for advancement with in the practice.
3	I am satisfied with my salary.
4	I enjoy working with my colleagues.
5	I have a good relationship with management.
6	My job suites my personal situation at home.
7	I like the working hours.
8	Management makes me feel appreciated.
9	Travelling distance from home to work.
10	I have control over my work and working environment.
11	There are a lot of development opportunities within the practice.
12	Other

If you chose "other" please specify:

13 If the answer was **YES** please select one or more of the following reasons for why you are considering resigning. Please indicate the reason/reasons in order of importance, from (1) most important, (2) second most important, (3) third most important etc..:

Reasons for Resigning		
1	I have a desire to take on a new challenge.	
2	There is a lack of opportunity for advancement with in the practice.	
3	I am not satisfied with my salary.	
4	I have a bad relationship with my colleagues.	
5	I have a bad relationship with management.	
6	This current job does not suite my personal situation at home.	
7	To long working hours.	
8	I feel that I am not appreciated by management.	
9	Travelling distance from home to work.	
10	I am retiring soon.	
11	I have no control over my work or working environment.	
12	I don't want to work on a Sunday or a public holiday.	
13	Other	

If you chose "other" please specify:

14 In my opinion the practice has the following:

Strengths:

Weaknesses:

Thank You!
The Researcher

ANNEXURE C

Frequency Table of the frontline staff questionnaire

Province					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Eastern Cape	10	6.4	6.5	6.5
	Gauteng	62	39.5	40.3	46.8
	Free State	6	3.8	3.9	50.6
	Limpopo	8	5.1	5.2	55.8
	Kwan Zulu Natal	25	15.9	16.2	72.1
	Mapumulanga	5	3.2	3.2	75.3
	Western Cape	25	15.9	16.2	91.6
	North West	13	8.3	8.4	100.0
	Total	154	98.1	100.0	
Missing	System	3	1.9		
Total		157	100.0		

Geographical Location

Geographical Location					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rural (Town)	34	21.7	21.7	21.7
	Urban (City)	57	36.3	36.3	58.0
	Suburban (Residential)	66	42.0	42.0	100.0
	Total	157	100.0	100.0	

Sex

Sex					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	139	88.5	89.1	89.1
	Male	17	10.8	10.9	100.0
	Total	156	99.4	100.0	
Missing	System	1	.6		
Total		157	100.0		

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 - 25	23	14.6	14.7	14.7
	26 -30	54	34.4	34.6	49.4
	31 - 40	51	32.5	32.7	82.1
	41 - 50	17	10.8	10.9	92.9
	50 +	11	7.0	7.1	100.0
	Total	156	99.4	100.0	
Missing	System	1	.6		
Total		157	100.0		

Job Description

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Administration staff	33	21.0	21.3	21.3
	Manager	33	21.0	21.3	42.6
	Assistant	35	22.3	22.6	65.2
	Receptionist	43	27.4	27.7	92.9
	Sales Clerk	4	2.5	2.6	95.5
	Registered Optical Dispenser	7	4.5	4.5	100.0
	Total	155	98.7	100.0	
Missing	System	2	1.3		
Total		157	100.0		

Management Style

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Management makes all the decisions in the practice; I have no say.	21	13.4	13.5	13.5
	Management makes most of the decisions; but I am allowed to make some decisions, but within clearly defined boundaries.	30	19.1	19.4	32.9
	Management shares decision making with all employees in the practice	35	22.3	22.6	55.5
	I am consulted about work-related problems and decisions, but management still makes the final decisions.	69	43.9	44.5	100.0
	Total	155	98.7	100.0	
Missing	System	2	1.3		
Total		157	100.0		

Training

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	51	32.5	32.7	32.7
	Once a year	63	40.1	40.4	73.1
	Twice a year	18	11.5	11.5	84.6
	More than twice a year	24	15.3	15.4	100.0
	Total	156	99.4	100.0	
Missing	System	1	.6		
Total		157	100.0		

Performance Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	54	34.4	35.5	35.5
	Less than once a year	15	9.6	9.9	45.4
	Once a year	28	17.8	18.4	63.8
	Twice a year	8	5.1	5.3	69.1
	More than twice a year	47	29.9	30.9	100.0
	Total	152	96.8	100.0	
Missing	System	5	3.2		
Total		157	100.0		

Incentives

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO - I don't receive any bonuses	32	20.4	20.5	20.5
	NO - I receive a bonus, but it is not based on my performance	22	14.0	14.1	34.6
	NO - I receive a guaranteed 13th check	20	12.7	12.8	47.4
	YES - I receive a bonus based only on my performance	12	7.6	7.7	55.1
	YES - I receive a 13th check and an incentive bonus	14	8.9	9.0	64.1
	YES - I receive a bonus based on my performance and the performance of the practice	56	35.7	35.9	100.0
	Total	156	99.4	100.0	
Missing	System	1	.6		
Total		157	100.0		

Are you looking for another job or thinking of leaving your current job.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	93	59.2	59.2	59.2
	No	64	40.8	40.8	100.0
	Total	157	100.0	100.0	

If you answered NO please select one or more of the following reasons.

1. I feel challenged in my job.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	20	31.3	31.3	72.0
	1	13	20.3	20.3	80.3
	2	12	18.8	18.8	87.9
	3	14	21.9	21.9	96.8
	4	3	4.7	4.7	98.7
	5	2	3.1	3.1	100.0
	Total	64	100.0	100.0	

2. There are a lot of opportunities for advancement within the practice.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	20	31.3	31.3	72.0
	1	14	21.9	21.9	80.9
	2	11	17.2	17.2	87.9
	3	6	9.4	9.4	91.7
	4	4	6.3	6.3	94.3
	5	9	14.1	14.1	100.0
	Total	64	100.0	100.0	

3. I am satisfied with my salary.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	17	26.6	26.6	70.1
	1	11	17.2	17.2	77.1
	2	9	14.1	14.1	82.8
	3	13	20.3	20.3	91.1
	4	9	14.1	14.1	96.8
	5	5	7.8	7.8	100.0
	Total	64	100.0	100.0	

4. I enjoy working with my colleagues.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	13	20.3	20.3	67.5
	1	31	48.4	48.4	87.3
	2	7	10.9	10.9	91.7
	3	5	7.8	7.8	94.9
	4	5	7.8	7.8	98.1
	5	3	4.7	4.7	100.0
	Total	64	100.0	100.0	

5. I have a good relationship with management.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	11	17.2	17.2	66.2
	1	36	56.3	56.3	89.2
	2	9	14.1	14.1	94.9
	4	3	4.7	4.7	96.8
	5	5	7.8	7.8	100.0
	Total	64	100.0	100.0	

6. My job suites my personal situation at home.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	11	17.2	17.2	66.2
	1	23	35.9	35.9	80.9
	2	14	21.9	21.9	89.8
	3	6	9.4	9.4	93.6
	4	1	1.6	1.6	94.3
	5	9	14.1	14.1	100.0
	Total	64	100.0	100.0	

7. I like my working hours.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	14	21.9	21.9	68.2
	1	19	29.7	29.7	80.3
	2	10	15.6	15.6	86.6
	3	9	14.1	14.1	92.4
	4	5	7.8	7.8	95.5
	5	7	10.9	10.9	100.0
	Total	64	100.0	100.0	

8. Management makes me feel appreciated.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	17	26.6	26.6	70.1
	1	18	28.1	28.1	81.5
	2	15	23.4	23.4	91.1
	3	7	10.9	10.9	95.5
	4	4	6.3	6.3	98.1
	5	3	4.7	4.7	100.0
	Total	64	100.0	100.0	

9. Travelling distance from home to work.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	11	17.2	17.2	66.2
	1	20	31.3	31.3	79.0
	2	12	18.8	18.8	86.6
	3	9	14.1	14.1	92.4
	4	5	7.8	7.8	95.5
	5	7	10.9	10.9	100.0
	Total	64	100.0	100.0	

10. I have control over my working an working environment.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	15	23.4	23.4	68.8
	1	23	35.9	35.9	83.4
	2	11	17.2	17.2	90.4
	3	7	10.9	10.9	94.9
	4	5	7.8	7.8	98.1
	5	3	4.7	4.7	100.0
	Total	64	100.0	100.0	

11. There are a lot of development opportunities within the practice.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	19	29.7	29.7	71.3
	1	11	17.2	17.2	78.3
	2	12	18.8	18.8	86.0
	3	13	20.3	20.3	94.3
	4	4	6.3	6.3	96.8
	5	5	7.8	7.8	100.0
	Total	64	100.0	100.0	

If you answered YES please select one or more of the following reasons.

1. I have a desire to take on a new challenge.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	23	24.7	55.4	55.4
	1	38	40.9	24.2	79.6
	2	10	10.8	6.4	86.0
	3	11	11.8	7.0	93.0
	4	6	6.5	3.8	96.8
	5	5	5.4	3.2	100.0
	Total	93	100.0	100.0	

2. There is a lack of opportunity for advancement within the practice.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	20	21.5	53.5	53.5
	1	36	38.7	22.9	76.4
	2	13	14.0	8.3	84.7
	3	13	14.0	8.3	93.0
	4	2	2.2	1.3	94.3
	5	9	9.7	5.7	100.0
	Total	93	100.0	100.0	

3. I am not satisfied with my salary.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	15	16.1	50.3	50.3
	1	42	45.2	26.8	77.1
	2	13	14.0	8.3	85.4
	3	15	16.1	9.6	94.9
	5	8	8.6	5.1	100.0
	Total	93	100.0	100.0	

4. I have a bad relationship with my colleagues.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	53	57.0	74.5	74.5
	1	6	6.5	3.8	78.3
	2	5	5.4	3.2	81.5
	3	8	8.6	5.1	86.6
	4	8	8.6	5.1	91.7
	5	13	14.0	8.3	100.0
	Total	93	100.0	100.0	

5. I have a bad relationship with management.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	46	49.5	70.1	70.1
	1	10	10.8	6.4	76.4
	2	3	3.2	1.9	78.3
	3	14	15.1	8.9	87.3
	4	9	9.7	5.7	93.0
	5	11	11.8	7.0	100.0
	Total	93	100.0	100.0	

6. This current job does not suite my personal situation at home.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	51	54.8	73.2	73.2
	1	9	9.7	5.7	79.0
	2	8	8.6	5.1	84.1
	3	10	10.8	6.4	90.4
	4	2	2.2	1.3	91.7
	5	13	14.0	8.3	100.0
	Total	93	100.0	100.0	

7. To long working hours.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	40	43.0	66.2	66.2
	1	9	9.7	5.7	72.0
	2	11	11.8	7.0	79.0
	3	12	12.9	7.6	86.6
	4	2	2.2	1.3	87.9
	5	19	20.4	12.1	100.0
	Total	93	100.0	100.0	

8. I feel that I am not appreciated by management.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	52	55.9	63.7	63.7
	1	13	14.0	11.5	75.2
	2	12	12.9	10.6	85.8
	3	5	5.4	4.4	90.3
	4	5	5.4	4.4	94.7
	5	6	6.5	5.3	100.0
	Total	93	72.0	100.0	

9. Travelling distance from home to work.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	50	53.8	72.6	72.6
	1	8	8.6	5.1	77.7
	2	7	7.5	4.5	82.2
	3	8	8.6	5.1	87.3
	4	3	3.2	1.9	89.2
	5	17	18.3	10.8	100.0
	Total	93	100.0	100.0	

10. I am retiring soon.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	78	83.9	85.0	85.0
	1	1	1.1	1.0	86.0
	3	2	2.2	2.0	88.0
	4	1	1.1	1.0	89.0
	5	11	11.8	11.0	100.0
	Total	93	63.7	100.0	

11. I have no control over my work or working environment.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	51	54.8	73.2	73.2
	1	4	4.3	2.5	75.8
	2	11	11.8	7.0	82.8
	3	13	14.0	8.3	91.1
	4	7	7.5	4.5	95.5
	5	7	7.5	4.5	100.0
	Total	93	100.0	100.0	

12. I don't want to work on a Sunday or a public holiday.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	36	38.7	63.7	63.7
	1	17	18.3	10.8	74.5
	2	7	7.5	4.5	79.0
	3	8	8.6	5.1	84.1
	4	4	4.3	2.5	86.6
	5	21	22.6	13.4	100.0
	Total	93	100.0	100.0	

ANNEXURE D

Frequency Table of the optometrists' questionnaire					
Province					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Eastern Cape	9	6.3	6.3	6.3
	Gauteng	58	40.3	40.3	46.5
	Free State	4	2.8	2.8	49.3
	Limpopo	6	4.2	4.2	53.5
	Kwa Zulu Natal	25	17.4	17.4	70.8
	Mapumulanga	9	6.3	6.3	77.1
	Western Cape	23	16.0	16.0	93.1
	North West	7	4.9	4.9	97.9
	Northan Cape	3	2.1	2.1	100.0
	Total	144	100.0	100.0	
Geographical Location					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rural (Town)	35	24.3	25.7	25.7
	Urban (City)	43	29.9	31.6	57.4
	Suburban (Residential)	58	40.3	42.6	100.0
	Total	136	94.4	100.0	
Missing	System	8	5.6		
Total		144	100.0		
How many optometrists were in the practice during 2004					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	84	58.3	74.3	74.3
	2	20	13.9	17.7	92.0
	3	8	5.6	7.1	99.1
	4	1	.7	.9	100.0
	Total	113	78.5	100.0	
Missing	System	31	21.5		
Total		144	100.0		

How many optometrists were in the practice during 2005					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	83	57.6	70.9	70.9
	2	26	18.1	22.2	93.2
	3	5	3.5	4.3	97.4
	4	3	2.1	2.6	100.0
	Total	117	81.3	100.0	
Missing	System	27	18.8		
Total		144	100.0		
How many optometrists were in the practice during 2006					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	90	62.5	70.3	70.3
	2	30	20.8	23.4	93.8
	3	4	2.8	3.1	96.9
	4	4	2.8	3.1	100.0
	Total	128	88.9	100.0	
Missing	System	16	11.1		
Total		144	100.0		
How many optometrists were in the practice during 2007					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	90	62.5	64.3	64.3
	2	36	25.0	25.7	90.0
	3	9	6.3	6.4	96.4
	4	3	2.1	2.1	98.6
	5	1	.7	.7	99.3
	6	1	.7	.7	100.0
	Total	140	97.2	100.0	
Missing	System	4	2.8		
Total		144	100.0		

How many optometrists were in the practice during 2008					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	86	59.7	59.7	59.7
	2	38	26.4	26.4	86.1
	3	13	9.0	9.0	95.1
	4	5	3.5	3.5	98.6
	5	2	1.4	1.4	100.0
	Total	144	100.0	100.0	
How long have you been with the practice					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	16	11.1	16.0	16.0
	2	19	13.2	19.0	35.0
	3	10	6.9	10.0	45.0
	4	16	11.1	16.0	61.0
	5	11	7.6	11.0	72.0
	6	3	2.1	3.0	75.0
	7	10	6.9	10.0	85.0
	8	4	2.8	4.0	89.0
	9	2	1.4	2.0	91.0
	10	8	5.6	8.0	99.0
	>10	1	.7	1.0	100.0
	Total	100	69.4	100.0	
	Missing	System	44	30.6	
Total		144	100.0		
Average number of Registered Optical Dispensers during 2004					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	17	11.8	81.0	81.0
	2	2	1.4	9.5	90.5
	3	1	.7	4.8	95.2
	4	1	.7	4.8	100.0
	Total	21	14.6	100.0	
Missing	System	123	85.4		
Total		144	100.0		

Average number of Registered Optical Dispensers during 2005					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	13	9.0	72.2	72.2
	2	5	3.5	27.8	100.0
	Total	18	12.5	100.0	
Missing	System	126	87.5		
Total		144	100.0		
Average number of Registered Optical Dispensers during 2006					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	14	9.7	66.7	66.7
	2	6	4.2	28.6	95.2
	4	1	.7	4.8	100.0
	Total	21	14.6	100.0	
Missing	System	123	85.4		
Total		144	100.0		
Average number of Registered Optical Dispensers during 2007					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	16	11.1	61.5	61.5
	2	9	6.3	34.6	96.2
	4	1	.7	3.8	100.0
	Total	26	18.1	100.0	
Missing	System	118	81.9		
Total		144	100.0		
Average number of Registered Optical Dispensers during 2008					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	22	15.3	73.3	73.3
	2	6	4.2	20.0	93.3
	3	1	.7	3.3	96.7
	5	1	.7	3.3	100.0
	Total	30	20.8	100.0	
Missing	System	114	79.2		
Total		144	100.0		

Average number of Support Staff (includes all staff, such as assistants, receptionists and Administration staff) during 2004

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	22	15.3	20.8	20.8
	2	23	16.0	21.7	42.5
	3	19	13.2	17.9	60.4
	4	13	9.0	12.3	72.6
	5	8	5.6	7.5	80.2
	6	10	6.9	9.4	89.6
	8	4	2.8	3.8	93.4
	9	1	.7	.9	94.3
	10	6	4.2	5.7	100.0
	Total	106	73.6	100.0	
Missing	System	38	26.4		
Total		144	100.0		

Average number of Support Staff (includes all staff, such as assistants, receptionists and Administration staff) during 2005

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	17	11.8	14.9	14.9
	2	32	22.2	28.1	43.0
	3	23	16.0	20.2	63.2
	4	16	11.1	14.0	77.2
	5	6	4.2	5.3	82.5
	6	8	5.6	7.0	89.5
	7	3	2.1	2.6	92.1
	8	3	2.1	2.6	94.7
	9	1	.7	.9	95.6
	10	5	3.5	4.4	100.0
	Total	114	79.2	100.0	
Missing	System	30	20.8		
Total		144	100.0		

Average number of Support Staff (includes all staff, such as assistants, receptionists and Administration staff) during 2006					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	23	16.0	18.3	18.3
	2	32	22.2	25.4	43.7
	3	22	15.3	17.5	61.1
	4	18	12.5	14.3	75.4
	5	9	6.3	7.1	82.5
	6	8	5.6	6.3	88.9
	7	4	2.8	3.2	92.1
	8	2	1.4	1.6	93.7
	9	3	2.1	2.4	96.0
	10	5	3.5	4.0	100.0
	Total		126	87.5	100.0
Missing	System	18	12.5		
Total		144	100.0		

Average number of Support Staff (includes all staff, such as assistants, receptionists and Administration staff) during 2007					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	18	12.5	13.1	13.1
	2	34	23.6	24.8	38.0
	3	29	20.1	21.2	59.1
	4	20	13.9	14.6	73.7
	5	14	9.7	10.2	83.9
	6	4	2.8	2.9	86.9
	7	2	1.4	1.5	88.3
	8	7	4.9	5.1	93.4
	9	2	1.4	1.5	94.9
	10	6	4.2	4.4	99.3
	11	1	.7	.7	100.0
	Total		137	95.1	100.0
Missing	System	7	4.9		
Total		144	100.0		

Average number of Support Staff (includes all staff, such as assistants, receptionists and Administration staff) during 2008

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	22	15.3	15.6	15.6
	2	35	24.3	24.8	40.4
	3	35	24.3	24.8	65.2
	4	10	6.9	7.1	72.3
	5	10	6.9	7.1	79.4
	6	9	6.3	6.4	85.8
	7	4	2.8	2.8	88.7
	8	4	2.8	2.8	91.5
	9	3	2.1	2.1	93.6
	10	8	5.6	5.7	99.3
	11	1	.7	.7	100.0
	Total		141	97.9	100.0
Missing	System	3	2.1		
Total		144	100.0		

The number of Registered Optical dispensers who have resigned during 2004

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	3	2.1	75.0	75.0
	2	1	.7	25.0	100.0
	Total	4	2.8	100.0	
Missing	System	140	97.2		
Total		144	100.0		

The number of Registered Optical dispensers who have resigned during 2005

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	5	3.5	100.0	100.0
Missing	System	139	96.5		
Total		144	100.0		

The number of Registered Optical dispensers who have resigned during 2006					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	5	3.5	100.0	100.0
Missing	System	139	96.5		
Total		144	100.0		
The number of Registered Optical dispensers who have resigned during 2007					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	8	5.6	100.0	100.0
Missing	System	136	94.4		
Total		144	100.0		
The number of Registered Optical dispensers who have resigned during 2008					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	1.4	100.0	100.0
Missing	System	142	98.6		
Total		144	100.0		
The number of Support Staff (includes all staff, such as assistants, receptionists and administration staff) who have resigned during 2004					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	31	21.5	63.3	63.3
	2	13	9.0	26.5	89.8
	3	2	1.4	4.1	93.9
	4	3	2.1	6.1	100.0
	Total	49	34.0	100.0	
Missing	System	95	66.0		
Total		144	100.0		

The number of Support Staff (includes all staff, such as assistants, receptionists and administration staff) who have resigned during 2005					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	37	25.7	74.0	74.0
	2	10	6.9	20.0	94.0
	3	3	2.1	6.0	100.0
	Total	50	34.7	100.0	
Missing	System	94	65.3		
Total		144	100.0		

The number of Support Staff (includes all staff, such as assistants, receptionists and administration staff) who have resigned during 2006					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	26	18.1	44.1	44.1
	2	29	20.1	49.2	93.2
	3	4	2.8	6.8	100.0
	Total	59	41.0	100.0	
Missing	System	85	59.0		
Total		144	100.0		

The number of Support Staff (includes all staff, such as assistants, receptionists and administration staff) who have resigned during 2007					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	47	32.6	58.8	58.8
	2	24	16.7	30.0	88.8
	3	5	3.5	6.3	95.0
	4	3	2.1	3.8	98.8
	5	1	.7	1.3	100.0
	Total	80	55.6	100.0	
Missing	System	64	44.4		
Total		144	100.0		

The number of Support Staff (includes all staff, such as assistants, receptionists and administration staff) who have resigned during 2008					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	39	27.1	65.0	65.0
	2	9	6.3	15.0	80.0
	3	6	4.2	10.0	90.0
	4	2	1.4	3.3	93.3
	5	3	2.1	5.0	98.3
	6	1	.7	1.7	100.0
	Total		60	41.7	100.0
Missing	System	84	58.3		
Total		144	100.0		
The number of Registered Optical Dispensers that have been dismissed during 2004					
		Frequency	Percent		
Missing	System	144	100.0		
The number of Registered Optical Dispensers that have been dismissed during 2005					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	.7	100.0	100.0
Missing	System	143	99.3		
Total		144	100.0		
The number of Registered Optical Dispensers that have been dismissed during 2006					
		Frequency	Percent		
Missing	System	144	100.0		
The number of Registered Optical Dispensers that have been dismissed during 2007					
		Frequency	Percent		
Missing	System	144	100.0		
The number of Registered Optical Dispensers that have been dismissed during 2008					
		Frequency	Percent		
Missing	System	144	100.0		

The number of Support Staff (includes all staff, such as assistants, receptionists and administration staff) that have been dismissed during 2004					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	11	7.6	91.7	91.7
	2	1	.7	8.3	100.0
	Total	12	8.3	100.0	
Missing	System	132	91.7		
Total		144	100.0		
The number of Support Staff (includes all staff, such as assistants, receptionists and administration staff) that have been dismissed during 2005					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	4	2.8	100.0	100.0
Missing	System	140	97.2		
Total		144	100.0		
The number of Support Staff (includes all staff, such as assistants, receptionists and administration staff) that have been dismissed during 2006					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	8	5.6	100.0	100.0
Missing	System	136	94.4		
Total		144	100.0		
The number of Support Staff (includes all staff, such as assistants, receptionists and administration staff) that have been dismissed during 2007					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	19	13.2	79.2	79.2
	2	3	2.1	12.5	91.7
	3	2	1.4	8.3	100.0
	Total	24	16.7	100.0	
Missing	System	120	83.3		
Total		144	100.0		

The number of Support Staff (includes all staff, such as assistants, receptionists and administration staff) that have been dismissed during 2008					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	15	10.4	83.3	83.3
	2	2	1.4	11.1	94.4
	3	1	.7	5.6	100.0
	Total	18	12.5	100.0	
Missing	System	126	87.5		
Total		144	100.0		

Amount of money spent on Training

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	R 0 - R 999	62	43.1	44.0	44.0
	R 1000 - R 4999	68	47.2	48.2	92.2
	R 5000 - R 10 000	8	5.6	5.7	97.9
	More than R 10 000	3	2.1	2.1	100.0
	Total	141	97.9	100.0	
Missing	System	3	2.1		
Total		144	100.0		

Reasons for Registered Optical Dispensers resigning

A desire to take on a new challenge

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	106	73.6	73.6	73.6
	1	14	9.7	9.7	83.3
	2	8	5.6	5.6	88.9
	3	9	6.3	6.3	95.1
	4	3	2.1	2.1	97.2
	5	4	2.8	2.8	100.0
	Total	144	100.0	100.0	

Lack of opportunity for advancement within the practice					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	107	74.3	74.3	74.3
	1	12	8.3	8.3	82.6
	2	10	6.9	6.9	89.6
	3	10	6.9	6.9	96.5
	4	2	1.4	1.4	97.9
	5	3	2.1	2.1	100.0
	Total	144	100.0	100.0	
Better wage and/or benefit offer elsewhere					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	99	68.8	68.8	68.8
	1	28	19.4	19.4	88.2
	2	9	6.3	6.3	94.4
	3	2	1.4	1.4	95.8
	4	4	2.8	2.8	98.6
	5	2	1.4	1.4	100.0
	Total	144	100.0	100.0	
A bad relationship with their colleagues					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	114	79.2	79.2	79.2
	1	4	2.8	2.8	81.9
	2	10	6.9	6.9	88.9
	3	8	5.6	5.6	94.4
	4	4	2.8	2.8	97.2
	5	4	2.8	2.8	100.0
	Total	144	100.0	100.0	

Bad relationship with management					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	113	78.5	78.5	78.5
	1	8	5.6	5.6	84.0
	2	8	5.6	5.6	89.6
	3	9	6.3	6.3	95.8
	4	3	2.1	2.1	97.9
	5	3	2.1	2.1	100.0
	Total	144	100.0	100.0	
Personal situation at home					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	115	79.9	79.9	79.9
	1	6	4.2	4.2	84.0
	2	3	2.1	2.1	86.1
	3	7	4.9	4.9	91.0
	4	7	4.9	4.9	95.8
	5	6	4.2	4.2	100.0
	Total	144	100.0	100.0	
Long working hours - including work on Saturday/Sunday					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	114	79.2	79.2	79.2
	1	15	10.4	10.4	89.6
	2	5	3.5	3.5	93.1
	3	6	4.2	4.2	97.2
	4	3	2.1	2.1	99.3
	5	1	.7	.7	100.0
	Total	144	100.0	100.0	

Perception of recognition (feeling a lack of appreciation)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	115	79.9	79.9	79.9
	1	5	3.5	3.5	83.3
	2	5	3.5	3.5	86.8
	3	8	5.6	5.6	92.4
	4	6	4.2	4.2	96.5
	5	5	3.5	3.5	100.0
	Total	144	100.0	100.0	
Travelling distance from home to work					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	117	81.3	81.3	81.3
	1	4	2.8	2.8	84.0
	2	9	6.3	6.3	90.3
	3	4	2.8	2.8	93.1
	4	5	3.5	3.5	96.5
	5	5	3.5	3.5	100.0
	Total	144	100.0	100.0	
Lack of control over work or working environment					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	119	82.6	82.6	82.6
	1	4	2.8	2.8	85.4
	2	7	4.9	4.9	90.3
	3	6	4.2	4.2	94.4
	4	4	2.8	2.8	97.2
	5	4	2.8	2.8	100.0
	Total	144	100.0	100.0	

Reasons for Support staff resigning					
A desire to take on a new challenge					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	61	42.4	42.4	42.4
	1	31	21.5	21.5	63.9
	2	13	9.0	9.0	72.9
	3	21	14.6	14.6	87.5
	4	8	5.6	5.6	93.1
	5	10	6.9	6.9	100.0
	Total	144	100.0	100.0	
Lack of opportunity for advancement within the practice					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	70	48.6	48.6	48.6
	1	23	16.0	16.0	64.6
	2	22	15.3	15.3	79.9
	3	17	11.8	11.8	91.7
	4	6	4.2	4.2	95.8
	5	6	4.2	4.2	100.0
	Total	144	100.0	100.0	
Better wage and/or benefit offer elsewhere					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	36	25.0	25.0	25.0
	1	57	39.6	39.6	64.6
	2	31	21.5	21.5	86.1
	3	13	9.0	9.0	95.1
	4	3	2.1	2.1	97.2
	5	4	2.8	2.8	100.0
	Total	144	100.0	100.0	

A bad relationship with their colleagues					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	81	56.3	56.3	56.3
	1	9	6.3	6.3	62.5
	2	17	11.8	11.8	74.3
	3	17	11.8	11.8	86.1
	4	9	6.3	6.3	92.4
	5	11	7.6	7.6	100.0
	Total	144	100.0	100.0	
Bad relationship with management					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	73	50.7	50.7	50.7
	1	20	13.9	13.9	64.6
	2	11	7.6	7.6	72.2
	3	19	13.2	13.2	85.4
	4	11	7.6	7.6	93.1
	5	10	6.9	6.9	100.0
	Total	144	100.0	100.0	
Personal situation at home					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	66	45.8	45.8	45.8
	1	18	12.5	12.5	58.3
	2	25	17.4	17.4	75.7
	3	17	11.8	11.8	87.5
	4	6	4.2	4.2	91.7
	5	12	8.3	8.3	100.0
	Total	144	100.0	100.0	

Long working hours - including work on Saturday/Sunday					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	67	46.5	46.5	46.5
	1	27	18.8	18.8	65.3
	2	19	13.2	13.2	78.5
	3	13	9.0	9.0	87.5
	4	6	4.2	4.2	91.7
	5	12	8.3	8.3	100.0
	Total	144	100.0	100.0	
Perception of recognition (feeling a lack of appreciation)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	84	58.3	58.3	58.3
	1	13	9.0	9.0	67.4
	2	15	10.4	10.4	77.8
	3	15	10.4	10.4	88.2
	4	8	5.6	5.6	93.8
	5	9	6.3	6.3	100.0
	Total	144	100.0	100.0	
Travelling distance from home to work					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	82	56.9	56.9	56.9
	1	9	6.3	6.3	63.2
	2	11	7.6	7.6	70.8
	3	19	13.2	13.2	84.0
	4	11	7.6	7.6	91.7
	5	12	8.3	8.3	100.0
	Total	144	100.0	100.0	

Lack of control over work or working environment					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	89	61.8	61.8	61.8
	1	8	5.6	5.6	67.4
	2	13	9.0	9.0	76.4
	3	15	10.4	10.4	86.8
	4	9	6.3	6.3	93.1
	5	10	6.9	6.9	100.0
	Total	144	100.0	100.0	