

**An empirical investigation into the effects of staff turnover in the Department  
of Public Works, Roads and Transport  
(North West Province)**

**K. I. Phatudi**

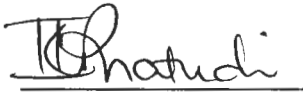
**Dissertation submitted in fulfillment of the requirements for the degree Master  
of Business Administration at the Mahikeng campus of the North-West  
University**

**Supervisor: Professor S. Lubbe**

**March 2011**

## DECLARATION

I, Kutlwano Ingrid Phatudi, declare that, an investigation into the effects of staff turnover in the Department of Public Works, Roads and Transport is my own work, submitted for the degree of Master of Business Administration at the University of North West hereby and has not been submitted previously by me for a degree at this or any other university. It is my original work in design and execution and all material contained herein has been appropriately researched, acknowledged and referenced.



K. Phatudi

---

2011-02-28

## ACKNOWLEDGEMENTS

I would like to express my sincere appreciation and gratitude to God the almighty for protecting me throughout my life and for giving me strength throughout my studies, my colleagues in the Department of Public Works, Roads and Transport, my parents for their encouragement, support, love and reassurance, Professor Sam Lubbe, my supervisor for his guidance, advice and patience. God bless you. My sister, Segomotso Phatudi for her encouragement and support, my study partners and friends, I would not have made it without you. My colleagues and all the people close to me who supported and encouraged me. Thank you.

## ABSTRACT

The study investigates the effects of staff turnover on performance in the Department of Public Works, Roads and Transport, in the North West Province. Staff turnover can hamper the running of the organization. The data collection method used is the survey method, where a questionnaire was distributed to respondents. The outcome of the study, based on data analysis and interpretation, shows that turnover impacts negatively on the performance of both the organisation and employees. It was also discovered that promotion to the next level on the career ladder, low salaries as compared to private sector, and a lack of staff development are some of the reasons why employees leave the department. Recommendations are presented, so that staff turnover can be minimised and managed in future.

## Table of Contents

Declaration	ii
Acknowledgements	iii
Abstract	iv
List of Abbreviations	ix
Chapter 1	1
1.1 Introduction	1
1.2 Background to the problem	2
1.3 Problem Statement	3
1.4 Research Objectives	5
1.5 Research Design	6
1.6 Plan of Study	7
1.7 Conclusion	8
Chapter 2	9
2.1 Introduction	9
2.2 Definition of Key Term	10
2.2.1 Employee Turnover	10
2.2.2 Staff Retention	10
2.2.3 Performance Management	10
2.3 Staff Turnover	11
2.4 Types of Turnover	12
2.4.1 Good Turnover	13
2.4.2 Bad Turnover	13
2.5 Causes of Turnover	14
2.5.1 Company Stability	14
2.5.2 The Job and job satisfaction	14
2.5.3 The Culture	15
2.5.4 The Money of the economy	15
2.5.5 The Characteristics of the job	15
2.5.6 Unrealistic Expectations	16
2.5.7 The Person	16
2.5.8 Other reasons for staff turnover	17
2.5.8.1 Financial Considerations	17
2.5.8.2 Work Environment	17
2.5.8.3 Empowerment and Career Development	18
2.5.8.4 Affirmative Action and Employment Equity	19
2.5.8.5 Resistance to Change	19
2.5.8.6 Job-Hopping	19

2.5.8.7	Leadership and Management Style	19
2.5.8.8	Lack of Communication	19
2.5.8.9	Premature Departure	20
2.5.8.10	Recognition and Rewards	20
2.6	Minimising Employee Turnover	20
2.7	Managing Staff Turnover	21
2.7.1	Monitoring and Performance Evaluation	22
2.7.2	Improved and Pleasant Work Environment	22
2.7.3	Consultation and Communication	23
2.7.4	Staff Involvement	23
2.7.5	Increased Productivity	24
2.7.6	Training and Development	24
2.7.7	Motivation	25
2.7.8	Theories of Motivation	26
2.7.8.1	Hertzberg's Motivation/ Hygiene Theory	26
2.7.8.2	Vroom's Expectancy Theory	26
2.7.8.3	Maslow's Hierarchy Theory	27
2.8	Measuring Employee Turnover	27
2.9	Costing Employee Turnover	28
2.10	Organisational Performance and Staff Turnover	29
2.11	Factors Affecting Individual Performance	29
2.11.1	Expanded Effort	30
2.11.2	Individual Ability	30
2.11.3	Organisational Support and Commitment	30
2.12	Staff Retention as Intervention	31
2.13	The Focus of Staff Retention	32
2.14	Improving Employee Retention	33
2.15	Elements of Improving Retention	34
2.16	Strategy Development	35
2.17	Key Steps in the Staff Retention	36
2.17.1	Analysing Staff Mobility and Turnover Trends	36
2.17.2	Benchmark with Other Employees	37
2.17.3	Analyse the Information and Look for Trends	37
2.17.4	Identifying the Skills to be Retained	37
2.18	Measuring Staff Retention	38
2.19	Performance Monitoring, Evaluation and Staff Retention	39
2.19.1	The Planning Process	39
2.19.2	Evaluation and Performance Monitoring	40
2.19.3	Performance Monitoring	40
2.20	Research Questions	41
2.21	Conclusion	41

Chapter 3	43
3.1	Introduction 43
3.2	The Research Approach 43
3.2.1	Quantitative Data 44
3.2.2	Qualitative Data 44
3.3.3	The Research Method used in the Study 45
3.4	Data Collection Methods 45
3.5	The Organisation 47
3.6	The Target Population 48
3.7	Sampling Technique 49
3.7.1	Simple Random Samples 49
3.7.2	Systematic Samples 49
3.7.3	Stratified Samples 49
3.8	The Sample 50
3.9	Data Analysis Techniques 50
3.10	Ethical Considerations 50
3.11	Limitations 51
3.12	Conclusion 51
Chapter 4	52
4.1	Introduction 52
4.2	Return Rate 53
4.3	Demographics of the Respondents 53
4.4	Information about staff development and the type of work being done 58
4.5	Statistics 65
4.6	Conclusion 77
Chapter 5	78
5.1	Introduction 78
5.2	Summary of Presentation and Discussion of Data 78
5.3	The Research Questions Answered 81
5.4	Recommendations 84
5.5	Conclusion 86
List of References	87
Questionnaire	92

## List of Tables

Table 4.1	Correlation.	73
-----------	--------------	----

## List of Figures

Figure 1	Factors affecting individual performance .	30
Figure 4.1	Race of Respondent.	54
Figure 4.2	Gender.	54
Figure 4.3	Salary of Respondent.	55
Figure 4.4	Place of Work.	55
Figure 4.5	Extent Staff Turnover Impact on your Performance.	56
Figure 4.6	Staff Turnover Impact Negatively on Performance.	57
Figure 4.7	Staff Turnover Impact Negatively on Departmental Performance.	57
Figure 4.8	Excellent Performance is rewarded.	58
Figure 4.9	The Department adequately provides for opportunities for Staff development.	59
Figure 4.10	Attended Staff Development Programmes in the past 18 Months.	59
Figure 4.11	Resign due to lack of Staff Development Programmes .	60
Figure 4.12	Low Salary effects Performance negatively.	61
Figure 4.13	High Performers are the ones who are in the high salary bracket.	61
Figure 4.14	Financial performance rewards improves performance.	62
Figure 4.15	Resign if I could find a better job.	63
Figure 4.16	Does the department have a retention strategy in place?	63
Figure 4.17	Extent the department make permission for succession in the event of a promotional vacancy.	64
Figure 4.18	Management tries hard to retain staff.	65

## LIST OF ABBREVIATIONS

DPWRT	Department of Public Works, Roads and Transport
EPWP	Expanded Public Works Programme
PMDS	Performance Management and Development System
PFMA	Public Finance Management Act
DMC	Departmental Management Committee
EXCO	Executive Committee
EDMC	Extended Departmental Management Committee
SMS	Senior Management Services
MMS	Middle Management Services

# Chapter 1

## Plan of the study

### 1.1 Introduction

The study is about staff turnover in the department of Public Works, Roads and Transport (DPWRT) in the Northwest Province. The workforce is one of the important resources of any organisation. Government needs the necessary skills and capacity to deliver on its mandate. This is however very difficult because of high staff turnover, which appears to be a major problem across different departments within government. Considerable amounts of money is spent on recruitment and training of staff, only to lose them later to other government departments or to the private sector.

This study concentrates on the effects of staff turnover in the DPWRT in the North West Province. An investigation into the subject has suggested that turnover in the department is high and it impacts negatively on the performance of both individuals and the organisation as a whole. This prompted the researcher to conduct an investigation on the topic, with the aim of finding solutions to the problem. By observation, there has been too many exits across government departments in the North West province. It has been a struggle over the years for government departments to retain their valued employees, those with the necessary skills and qualifications. This problem has an effect on performance of both the organisation and the individuals within the organisation.

The literature reviewed in this study was obtained from academic articles, books, the internet and other sources. Search engines like Google was also used, where keywords were used to obtain more information on the research topic and on different topics that will assist in the research.

The following sections of this chapter, chapter one, provides a background to the problem statement, the problem statement, objectives of the study, research design, plan of the study, and it closes with the summary of what was discussed in the entire chapter, the value that the research will bring, and the conclusion.

## **1.2 Background to the problem**

The researcher has over the years, observed the mobility within the organisation, specifically within the line functions of the organisation. Possible causes of staff turnover are amongst other, company stability, the job, the culture, the economy, characteristics of the job, unrealistic expectations, the person, financial considerations, work environment, career development, affirmative action and employment equity resistance to change, job-hopping, leadership and management style, lack of communication, premature departure. Staff turnover organisations is an ongoing problem with implications for staff morale, productivity, organisational effectiveness, and implementation of innovation. Recent studies in public sector services have examined the impact of organisational culture and climate on work attitudes (i.e., job satisfaction and organisational commitment) and, ultimately, staff turnover. The present study examined full and partial mediation models of the effects of culture and climate on work attitudes and the subsequent impact of work attitudes on staff turnover (Aarons & Sawitzky, 2006).

Staff turnover has been a problem for organisations over the years. There are many reasons that can lead to staff leaving, reasons like in instances where there is a feeling of unfair treatment, or due to other dissatisfaction ranging from remuneration to unbearable working conditions. Sometimes the problem can be that people cannot perform their duties due to lack of skills. All these must be addressed in order first before organisations can attempt to deal with staff retention.

The DPWRT in the North West province has over the years experienced this problem of too many exits, particularly in the infrastructure chief directorate. This has a negative impact in the entire department as this is the directorate which is core and fundamental in achieving the goals and objectives of the department. If this chief directorate does not perform, then the department will not be able to deliver. The department has also experienced problems with regard to filling these posts as they became vacant. Adverts would be placed in the newspapers but there were cases in which there was very little response. The fact that the North West province is mostly rural and it is perceived to be adding to the problem of the DPWRT not being able to attract these core staff members, which is mostly professionals in the built environment .

In the high turnover organisations in particular, a great deal of employee turnover consists of people resigning or being dismissed in the first few months of employment. Even when people stay for a year or more, it is often the case that the decision to leave sooner rather than later is effectively taken in the first weeks of employment. Poor recruitment and selection decisions, both on the part of the employee and employer, are usually to blame, along with poorly designed or non-existent induction programmes. The effects of staff turnover can have very negative effect on both the performance of individuals within the organisation and the department at large. Staff morale can be affected, they can also be demotivated, and this will decrease productivity.

### **1.3 Problem statement**

It is important to analyse turnover as this will provide information that will give management an indication of whether to act in order to improve retention rates. It can prompt further investigations to establish underlying causes and identify remedies (Armstrong, 2006:375). Thomas (2009) defines turnover as the inevitable change in the employee population of an organisation. He

further states that turnover can be broken down into two types: voluntary turnover and involuntary turnover. Voluntary turnover refers to an employee's choice to terminate association with an organisation. Involuntary turnover refers to an employee's discharge by the organisation.

Tomas (2009) suggests that involuntary turnover happens for a number of reasons, including a decline in corporate revenue, retirement, or career changes. In every case, an employee's departure is not a result of a negative relationship with the employer. In most cases, involuntary turnover is unavoidable and part of the cost of business and life. Voluntary turnover occurs when the employee chooses to leave the organisation. In this case, the organisation loses a valuable employee who has to be replaced.

Despite some definite measures that have been undertaken by the South African government to address this problem, such as the introduction of the scarce skills allowance, the recruitment of professionals from other countries for the purpose of skills transfer, the introduction of a rural allowance and other strategies, there still continues to be unacceptable levels of turnover across the board in departments in the public service.

Some of the reasons for staff turnover are financial considerations, work environment, career development, affirmative action and employment equity, resistance to change, job hopping, leadership and management style, lack of communication, grievance procedures (DPSA, 2006).

Over the years, it has been observed that staff turnover in the Department of Public Works, Roads and Transport has come to a point that caused a concern. This has prompted the researcher to look into the effects that turnover will have on performance, for both the staff members and the organisation.

The problem is that turnover is perceived to be affecting the departmental performance negatively, and also, has an impact on the budget, particularly recruitment and training costs. The research is important as it will help organisations, particularly government departments, to measure the impact that staff turnover has on the performance of the individuals within the organisation, as well as the performance of the organisation as a whole. to know the effects that staff turnover has on performance of both the organisation and the individuals within the organisations. This will also help management to come up with strategies and ways of improving and managing turnover.

The importance of conducting this study is to identify problems of high turnover, because if the problems are known to management, they may be dealt with. Remedial action could be put in place to reduce turnover, and hence its negative effects on performance. This will also help the department to reduce costs relating to recruitment, selection and training of staff. The study will assist the department to see the need to come up with the best retention strategies, which may in the process, help other departments to benchmark on this one.

#### **1.4 Research objectives**

The objective of the study is to look into the effects of staff turnover on the performance of both the organisation and the individuals within the organisation. There is a high level of turnover in the department and it affects performance negatively. This objective will be achieved by collecting data for evidence about the

1. Impact of lack of staff development programmes on turnover, to examine whether remuneration has an impact on staff turnover,
2. To establish the effects of staff turnover on the departmental performance,
3. To establish the effects of staff turnover on individual performance,
4. To establish if slow progression in terms of growth has an effect on turnover,
- 5.

To establish whether unfair implementation of Performance Management and Development system has an effect on staff turnover and 6.To establish whether staff retention strategies are effective.

## 1.5 Research design

According to Bless and Higson-Smith (2004:63), research design relates directly to the testing of hypothesis. It is a specification of the most adequate operations to be performed in order to test specific hypothesis under given conditions. Research design addresses the planning of scientific inquiry – designing as strategy for finding out something (Babbie, Mouton, Voster & Prozesky, 2004 :72)

Research design seeks to address questions like:

- what is the study about,
- who is to be investigated?
- what is to be studied?
- what data collection methods will be used?

The research design comprises of the organisation to be studied, the target population, data gathering, and limitation of the study. The quantitative research approach was used in this study.

The quantitative research approach was chosen and used in this study. According to Bless and Higson-Smith (2004:156), “A quantitative research is a type of research where a range of methods are used, which measure the record and investigate the aspects of social reality”.

The quantitative research approach was chosen and used in this study. According to Bless and Higson-Smith (2004:156), “A quantitative research is a type of research where a range of methods are used, which measure the

record and investigate the aspects of social reality". As Babbie, Mouton, Voster and Prozeskey (2004:664) puts it, survey research involves questionnaire construction, sample selection, data collection through either interviewing or self administered questionnaires.

The organisation to be studied is the Department of Public Works, Roads and Transport (DPWRT) in the North West Province. The core function of the department is to provide and maintain all provincial land and building infrastructure, to ensure that roads are maintained as well as the provision of an integrated public transport system. The staff complement of the department is 5,921.

Descriptive statistical techniques, such as frequencies and percentages, were used analyse the data. Babbie *et al* (2004:459) explains descriptive statistics as a method for presenting quantitative descriptions in a manageable form. Sometimes single variables are described, sometimes associations that connect one variable with another are described.

## **1.6 Plan of the study**

The study starts with an introduction section which provides the context of the research, the background and the objectives of the study. Chapter two is the review of literature. Different sources of information are used to get a detailed review which will give context of the study. Chapter three is about the research methodologies used to accomplishing the research objectives and or dealing with the research problem. Chapter four is about the presentation, analysis and interpretation of data collected. Appropriate statistical methods are used to do the analysis. Chapter five is the discussion, recommendation and conclusion.

## 1.7 Conclusion

Chapter one gave an introduction to the research as well as set a tone. Problem statement was also discussed. Research objectives which is aimed at giving the intent of the research were also provided.

The value that will be derived from this research is that it will assist management in identifying staff turnover symptoms and help prevent turnover. This study will also assist management with the improvement of staff retention strategies, thus leading to saving costs related to recruitment. It is vital for organisations, particularly government departments; to know the effects that staff turnover has on performance.

The study will help managers to identify problems that lead to high turnover, and they will also come up with ways of dealing with them. Strategies will be put in place to correct the situation. These corrective measures should reduce turnover and hence its negative effects on performance. All the other areas that staff turnover impact on will also be addressed, these include reduction of costs relating to recruitment, selection and training of staff.

The next chapter, which is chapter two, gives a detailed review of literature on the study. Topics relevant to the research are looked into and discussed. Key concepts are also discussed and interrogated. Research conducted on the topic before is also looked at to ensure that this study has not been conducted before, and that this research problem has not been dealt with previously.

## **Chapter two**

### **Literature survey**

#### **2.1 Introduction**

Chapter Two comes after the introduction as laid in Chapter One. Chapter One laid a foundation to the study. Chapter Two where literature is surveyed to support what the researcher wants to investigate. Key concepts for this research will also be discussed in this chapter. The research questions which are based on the context of the literature as reviewed will also be discussed.

The area of research is staff turnover, specifically looking at the department of Public Works, Roads and Transport. The problem statement is around the effects of staff turnover on the performance of the department, for both the organisation and the employees in the department.

The literature reviewed in this chapter was obtained from academic articles, books, the internet, annual reports of the department, strategic plan documents, the annual performance plan of the department as well as different acts and policies of government. Google search engine was also used, where keywords were used to obtain more information on the research topic and on different topics that will assist in the research. The keywords that were used are involuntary turnover, voluntary turnover, retention, performance, performance management, job satisfaction, motivation, productivity, costing of turnover, monitoring.

The sections that follows in this chapter present the topics arising from the literature reviewed. The topics are employee turnover, staff retention, performance management, good turnover, causes of turnover, managing staff turnover, monitoring and performance evaluation, motivation. Research

questions are then constructed and presented. The last part is the conclusions drawn from the literature review.

## **2.2 Definition of key terms**

### **2.2.1 Employee turnover**

Employee turnover can be split into two categories: voluntary and involuntary. Voluntary turnover arises from individuals leaving organisations for their own reasons; involuntary turnover involves redundancy or dismissal. Voluntary turnover ("quitting") is normally unplanned as far as the organisation is concerned. Strategically important individuals can leave at awkward times, creating further expensive consequences for a business. There is also a tendency for high proportions of new recruits to leave during the first few months of employment - the so-called 'induction crisis' (Thomas, 2009).

### **2.2.2 Staff retention**

Employee retention refers to all the strategies, action plans and methods used to retain talent, or valuable employees in the organisation in order to achieve and sustain competitive advantage (Ehlers, 2006).

### **2.2.3 Performance management**

Performance management is also one of the factors to consider. If performance is not well managed, employees may become unhappy. This may lead them to thinking that the process is unfair and this may lead to them opting for an exit. Organisations must have a performance management system in place. This will assist in measuring employee performance, performance goals will be mutually agreed upon, feedback will be two-way, training needs will be identified and there will be development (Decenzo & Robbins, 2005:245).

## 2.3 Staff turnover in context

Staff turnover is the movement of people into and out of the organisation. According to Jaros, 1997 (*cited in* Bellou, 2007) intention to leave refers to an employee's tendency to stop being an organisational member. The impact of staff turnover has over the years been researched, but there has not been much of a realisation of It is important to analyse turnover as this will provide information that will give management an indication of whether to act in order to improve retention rates. It can prompt further investigations to establish underlying causes and identify remedies (Armstrong, 2006:375).

High staff turnover affects morale and productivity of those who remain (Hayes, O'Brein-Pallas, Duffield, Shamian, Buchan, Hughes, Laschinger, North & Stone, 2005). High turnover can also be expensive because the organisation must spend a lot of money on recruitment and training of new employees. Staff turnover increase costs and limits optimal organisational functioning (Aarons and Sawitzky, 2006). It is therefore important to control this by keeping good employees. This can be achieved by making the organisation a place they want to stay. Low voluntary turnover can be seen as a sign of culturally and financially healthy organisation (Thomas, 2009).

Bondigas (2010) also maintains that a high voluntary rate can be a symptom of the company's overall health. He also maintains that high turnover in an organisation can be an indication of employee dissatisfaction with the organisation providing what employees need and desire in a place of work. Dissatisfaction can be caused by lack of resources, less rewarding work conditions, lack of support from supervisors and co-workers, heavy workloads all produce dissatisfied employees (Mueller & Wallace, 1996, Tyler & Cushway, 1998) *cited in* Mor Barak, Levin, Nissly and Lane, 2005. Good companies try to keep the number of voluntary turnovers to a minimum. Even during tough economic times, companies prefer to keep their most talented help (Bondigas, 2010).

It has been proved by Pinkovitz, Moskal and Green, 1997 (*cited* in Senter & Martin, 2007) that turnover costs organisations as much as 12% of payroll. Organisations that employ part-time workers also have a problem with turnover, because even though it is less costly to employ part-time workers, the high rate of turnover offsets the low costs of recruiting them (Senter & Martin, 2007). Across organisational types, staff turnover increases costs and limits optimal organisational functioning (Aarons G.A, Sommerfeld D.H, Hecht D.B, Silovsky J. F, Chaffin M.J , 2009).

Osterman, 1987 (*cited* in Ton & Huckman, 2007), upholds that what is important is not whether turnover has positive or negative effects on performance, but rather under what conditions it is more harmful or beneficial to the firm. One of the most commonly noted moderators of performance are the nature of the task being performed (Ton & Huckman, 2007).

## **2.4 Types of turnover**

Voluntary turnover occurs when people choose to leave the job, while involuntary turnover occurs when the employer removes a worker from the job (Lambert & Paoline, 2010). In addition to this, not all turnovers are bad. Lee, Gerhart, Weller and Trevor (2008) maintain that voluntary turnover occurs when employees leave the organisation deliberately, while involuntary turnover occurs when employees leave the organisation without choosing to do so. Involuntary turnover includes retrenchments, retirements and deaths amongst others.

It is worth noting that not all staff turnover is bad. There is good turnover and there is bad turnover. Good turnover may be when those employees who are not performing decide to leave the organisation. Sometimes you find employees who are not trainable and are not willing to go an extra mile, those who are not committed to the organisation. Bad turnover can be when the

organisation loses those employees that are hardworking and are instrumental in the progress and productivity of the organisation, those who are performance driven and committed (Sullivan, 2009).

#### **2.4.1 Good turnover**

Unproductive staff, for example, can also leave the department and this cannot be a negative thing for that organisation. Staff turnover must therefore be viewed not only as negative, but with the view that it can be positive as well. Turnover is good when poor performers leave the department, and they are replaced with good and innovative ones. The other advantage to this is that the remaining employees have an opportunity to get promoted. Replacements can also be done at lower wages and benefits (Sullivan, 2009).

Moderate levels of staff turnover can however also help to reduce staff costs in organisations. There are situations where posts are no longer needed, so after a person retires, the post is usually abolished. This can be in the lowest post levels or in the strategic posts where projects have been completed and where posts were based on contracts of a certain limited period. This situation is mostly in those departments that make use of consultants or professional service providers (Phillips, 1990).

#### **2.4.2 Bad turnover**

Turnover is bad when the organisation loses its valued employees and also in turn have to spend money on recruiting replacements. A lot of time is spent on the recruitment and selection processes, and on training of those replacements. Remaining employees may also feel demoralised. The other bad aspect of bad turnover is when the leaving employees take business from the organisation (Sullivan, 2009).

## **2.5 Causes of turnover**

There are many reasons why people may choose to leave the organisation. These may include better career opportunities, increased compensation and to broaden the current tasks. Involuntary turnover can also happen, where a person may be asked to leave for reasons including poor performance or an inappropriate behaviour, retirement, company benefits, employee attendance and job performance. Other reasons may include lack of respect, late performance review and poor communication, amongst others (Bondigas, 2010).

### **2.5.1 Company Stability**

Where there is no stability, companies would find it difficult to keep its skilled labour or its talented employees. Employees want assurance that their jobs will exist in the coming months and years, and will look elsewhere if their company is struggling. Should there be any suspicion of instability, employees will go and look elsewhere (Bondigas, 2010).

### **2.5.2 The Job and job satisfaction**

An employee may be willing to sacrifice a high-wage job for one with more potential for growth. Besides the chances for promotion, a talented worker may want to work in a job where he can best use his skills and improve on them. The employee may want a job where there is less repetition, more status and more of a feeling that he or she is doing something important (Bondigas, 2010).

Job satisfaction also has a relationship to turnover because if people are satisfied and happy in their jobs, then they are less likely to leave the organisation. If people are not happy they may search for more attractive and rewarding alternative jobs (Lee, 2000). Cranny, Smith and Stone (1992) (*cited in Lambert & Paoline, 2010*), defines job satisfaction as referring to an employee's effective or emotional response to his or her particular job.

Organisational commitment is also important. Allen and Mayor, 1990 (*cited in Bellou, 2007*) state that commitment is a psychological state that binds the individual to the organisation. This comprises of affective, continuance and normative commitment. Employees who for any reason have a sense of commitment and belonging to the organisation tend to want to stay rather than leave.

### **2.5.3 The Culture**

Organisational culture is a system of shared values and beliefs that influence worker behaviour Ehlers (2006). Even if the job and the pay are adequate, a talented employee may not like a company's culture. She may choose an environment where she is allowed to make her own decisions on the job, instead of just blindly following orders. She may want a job where performance is rewarded and satisfying.

### **2.5.4 The Money or the economy**

With everything else equal, such as a good work environment, benefits and job satisfaction, the employee will go where the money is. Card and Kruger's 1994 case study (*cited in Morrison, Papps & Poot, 2005*) indicates that the impact of minimum wage increase increased the employment in fast food outlets in New Jersey, United States. He will likely accept a better offer, though if he likes his current employer he could use this as a bargaining chip to get a raise, or other benefits. There can be counter offer and the employee may choose to accept it and stay.

### **2.5.5 The characteristics of the job**

Some jobs are intrinsically more attractive than others. A job's attractiveness will be affected by many characteristics, including its repetitiveness, challenge, danger, perceived importance, and capacity to elicit a sense of accomplishment. A job's status is also important, as are many other factors. Hayes *et al.* (2005), maintains that there are eight job satisfaction factors,

which are extrinsic rewards, scheduling, family/work balance, co-workers, interaction, professional opportunities, praise/recognition, and control responsibility.

### **2.5.6 Unrealistic expectations**

Another factor is the unrealistic expectations and general lack of knowledge that many job applicants have about the job at the time that they receive an offer. Where an employee realises that the job is not as challenging as expected, or where rewards are not as expected. When these unrealistic expectations are not realized, the worker becomes disillusioned and decides to quit. Expectations are often raised too high during the recruitment process, leading people to compete for and subsequently to accept jobs for which they are in truth unsuited. Organisations do this in order to ensure that they fill their vacancies with sufficient numbers of well-qualified people as quickly as possible. (Griffeth, Hom, & Gaertner, 2000).

### **2.5.7 The person**

In addition to the factors listed above, there are also factors specific to the individual that can influence turnover rates. These include both personal and trait-based factors. Personal factors include things such as changes in family situation, a desire to learn a new skill or trade, or an unsolicited job offer. In addition to these personal factors, there are also trait-based or personality features that are associated with turnover. These traits are some of the same characteristics that predict job performance and counterproductive behaviours such as loafing, absenteeism, theft, substance abuse on the job, and sabotage of employer's equipment or production. These traits can be measured and used in employee screening to identify individuals showing lower probability of turnover (Phillips, 1990).

## **2.5.8 Other reasons for staff turnover**

In addition to the reasons stated above, other reasons include reasons of financial considerations, work environment, career development, affirmative action and employment equity, resistance to change, job hopping, leadership and management style, lack of communication, grievance procedures (DPSA, 2006).

### **2.5.8.1 Financial considerations**

Many people leave organisations for better salaries elsewhere and/or better incentives. In the Public Service, this can be prevented or curbed by offering staff who excel some rewards and to counter offer when they want to leave organisations (DPSA, 2006) . Tying pay to performance can help the company elicit specific activities and level of performance from employee Noe *et al* 2006 (*cited* in Mudor & Tooksoon, 2011 ).

Financial performance rewards is also an important consideration to make. Performance appraisal can have a positive effect on performance and quality when the system is designed with Total Quality Management in mind, (Brewster, Dowling, Grobler, Holland and Warnich, 2000).

### **2.5.8.2 Work environment**

Poor working environment can lead to employees being unhappy and this can lead to them looking for better jobs elsewhere. Other reasons that relate to poor work environment that can lead to people leaving their organisations is low morale, little motivation, lack of strategic direction, lack of leadership and communication, poor work challenges and lack of empowerment of employees. In order for staff to be motivated, good performance must be rewarded. This will lead to increasing staff morale and also for staff to even perform better. Management must also ensure that they lead by example, thereby giving employees a sense of belonging and ownership in their

respective jobs. This will give employees a sense of involvement of their managers.

In instances where employees are struggling in performing their tasks, there should be proper and relevant training provided. This might otherwise lead to this particular employee thinking that he or she cannot perform thus will lead to him or her leaving the organisation (DPSA, 2006).

### **2.5.8.3 Empowerment or career development**

Empowering employees is one other way of making them happy. Empowerment is the process of enabling workers to set their own work goals, make decisions and solve problems within their sphere of influence Analoui (2007:232). Career development and lifelong learning activities in nursing promote job satisfaction, increased retention of nurses and enable continued provision of high-quality care. Organisations that do not provide career development to their staff risk losing them in the sense that they will begin to look at those organisations that provide that for their staff. Staff may feel that if they are not given career development opportunities, they might be deficient and won't be able to be on par with their counterparts elsewhere.

Departments must have a workplace skills plan, where all employees will be given an opportunity to go on training in order for them to sharpen their skills and for them to perform better. This can be viewed by employees as a form of reward in a sense, as this will benefit not only the organisation, but the individual as well, even long after they leave the department or organisation (DPSA, 2006).

### **2.5.8.4 Affirmative action and employment equity**

There is a high competition for jobs as a result of affirmative action because of the changes in the South African labour market. This leads to employees

leaving from one organisation to the other by those who have acquired the necessary skills needed for those jobs (DPSA, 2006).

#### **2.5.8.5 Resistance to change**

All organisations go through change at some point. Some employees in organisations are resistant to this change when it happens, and some may decide to leave. The most common reasons for this are fear of the unknown, self interest, economic insecurity, mistrust, failure to recognize the reasons why change is necessary (DPSA, 2006).

#### **2.5.8.6 Job-hopping**

Job-hopping refers to moving from one job to the other. This is easier for those employees who have the necessary skills as it enables them to do so with ease, either through promotions or by moving from one department to the other (DPSA, 2006).

#### **2.5.8.7 Leadership and management style**

Skilled employees may decide to leave organisations if they feel that the management style is not empowering. Some managers can make it difficult for employees to grow by not properly assessing their performance. This can lead to those managers failing to identify development opportunities for their managed (DPSA, 2006). Managers who value staff contribution promotes retention, (Hayes *et al*, 2005). It is important for management to have good working relations with their managed, with a management style that facilitates rather than directs.

#### **2.5.8.8 Lack of communication**

Departments should have proper communication channels so that in cases where employees are dissatisfied, they can be able to lodge their complaints, which must be addressed and dealt with properly. If there is lack of

communication, staff members may become confused and suspicious, and this may lead to them not knowing what is expected of them. Poor communication, just like lack of respect, poor performance review system, poor rewards, can also contribute to reasons for leaving (Messmer, 2001:13).

#### **2.5.8.9 Premature departure**

In the high turnover organisations in particular, a great deal of employee turnover consists of people resigning or being dismissed in the first few months of employment. Even when people stay for a year or more, it is often the case that the decision to leave sooner rather than later is effectively taken in the first weeks of employment. Poor recruitment and selection decisions, both on the part of the employee and employer, are usually to blame, along with poorly designed or non-existent induction programmes (DPSA, 2006).

#### **2.5.8.10 Recognition and rewards**

Recognition and rewards can be an effective means of rewarding behaviour and emphasizing the importance of contribution and performance (Dubois, Rothwell, Stern, & Kemp, 2004:169). There should be rewards for good performance, as well as recognition for example, for long service. this can be encouraging and motivating to employees.

### **2.6 Minimising employee turnover**

In order for organisations to retain their staff, they may have to make some policy changes. This can be done by improving existing policies or by changing them (Ongori, 2007). Hiring the right people and keeping them in the organisation is a challenge but must be done to reduce employee turnover. Management should ensure that there are enough resources that will enable them to meet the requirements of the job. It is also very important that staff is trained in order for them to perform their jobs effectively and meet their job standards.

Good performance should in turn be rewarded, either financially or otherwise. It is also important that there be proper communication between workers and management within the organisations. This will help management in knowing the concerns of their managed, and also the managed will be able to understand the expectations of their managers.

On this breath, line managers and the human resource components must work hand in glove to ensure that key staff is retained in their organisations. Managers must also take cognisance of the fact that, in improving turnover, factors such as training, empowerment, performance appraisal as well as compensation, must all be brought in together and implemented correctly. This will contribute to retention of staff (DuBrin, 2003:272).

## **2.7 Managing staff turnover**

Organisations invest a lot of money on their employees in terms of induction and training, developing, maintaining and retaining them in the organisation. Managers must therefore minimize employee turnover (Ongori, 2007). Turnover can be managed and reduced through proper performance monitoring and evaluation (Reilley & Williams, 2003), improved and pleasant work environment, consultation, involvement of staff, increase in productivity, improvements, desirable changes (Sutherland and Canwell, 1997), as well as training and development.

It is important to analyse turnover as it provides information that will indicate whether there is a need to take action to make improvements. It will also assist to establish underlying causes and identify remedies (Armstrong, 2006:375). In order for organisation to manage turnover effectively and efficiently, and to improve it, the following factors needs to be closely looked at and addressed:

### **2.7.1 Monitoring and performance evaluation**

Section 27(4) of the Treasury Regulations and 36(5) of the Public Finance Management Act talks about the responsibility of the accounting officer of an institution regarding performance monitoring and evaluation. Section 5.3.1 of the Treasury Regulations says that the accounting officer of an institution must establish procedures for quarterly reporting to the executive authority to facilitate effective performance monitoring, evaluation and corrective action.

Performance should be monitored regularly, for both the organisation and the individual employees within the organisation. This will assist the organisation to establish whether it is on track towards achieving its set goals or not, and where it is not, reasons for deviations must be established and corrective measures must be taken to correct. The same goes for individual performance. Each and every employee's performance should be assessed on a regular basis so that good performance can be rewarded and poor performance can be corrected by training and developing the poor performer.

### **2.7.2 Improved and pleasant work environment**

A pleasant working environment can have a positive impact on productivity. When the environment is conducive to work in, employees will be encouraged to go an extra mile in conducting their business. Satisfaction can also be improved. There are programmes within the department, which are aimed at improving the working environment, thus creating a good and pleasant working environment. One such programme is the employee health and wellness programme, which is attached to the human resource directorate of the department. Another way of motivating employees is to offer them financial incentives for performance. Linking performance to pay improves performance and value for money (DuBrin, 2003:331).

Factors that can bring job dissatisfaction may be pay, relationships at work, supervision, company policies, physical working conditions, the availability or

non availability of fringe benefits as well as lack of training opportunities. It is therefore important that employees are satisfied, as the greater the job satisfaction, the less the likelihood that the individual will leave the organisation (Lee, 2000). Salary survey information must be reviewed on a regular basis as it can help ensure that salary benefits and packages are on par with those of the competition (Rose, 2001).

People placed in work environments that “fit” are more likely to intrinsically enjoy their work. The reverse is true for those placed in work environments that do not “fit”. For these employees, normal daily work occurrences may be unpleasant and interpreted more negatively, thus resulting in negative outcomes such as boredom, poor work performance, and lack of satisfaction (Westerman & Yamamura, 2006).

### **2.7.3 Consultation and communication**

It is important to consult and communicate developments, changes, and any other relevant information to employees in order to bring them on board with what is happening in the organisation. Feedback is also important because employees may use this as a measure of whether the organisation is improving or whether performance is going down.

### **2.7.4 Staff involvement**

When staff is involved in the running of the department, they may develop a sense of belonging. Employees must be involved even in the planning processes of the department, so that when they have to report on the achievement or progress on the achievement of planned activities, then it's not a new thing for them. The importance of organisational commitment lies in the relationship between the organisation and the individual, and the extent to which commitment to an organisation promotes the positive work behaviours (Lambert & Paoline, 2010).

Employees must be given a voice in making decisions about their work. These include decisions about administrative matters, work schedules and

other matters relating to their jobs (Analoui, 2007:232). Provision of recognition is also important. Employees are likely to stay if their contributions are considered.

### **2.7.5 Increased productivity**

Motivated and happy employees may mean that there will be increased productivity. It is important for organisations to ensure that its employees work in an environment that is acceptable in order for them to be productive. Turnover has a negative impact on staff morale, short and long-term productivity, as well as organisational performance (Gray, Phillips, & Normand, 1996; Jayaratne & Chess, 1984; Mowday, Porter, & Steers, 1982) *Cited in Aarons and Sawitzky, 2006.*

### **2.7.6 Training and development**

According to Noe *et al.* (2006), training and development focuses on the orientation of the learning intervention. Analoui (2007:353) explains training as consisting of learning capable for improving employee performance, giving knowledge changes, skills changes and attitude changes. He further states that it includes experiences intended to meet the job needs, it prepares one for career movement, rectifies knowledge or skills deficiencies and invoke new insights or even create new knowledge.

Training needs analysis is the first stage in the training process and it involves procedure to determine whether training is needed and whether it will address the problems which have been identified. The next steps, which is step two and three involves the design and the development of training (MANCOSA MBA, 2006:96).

### **2.7.7 Motivation**

Motivation is a hypothetical construct, we cannot see it or feel it, we can observe the effects or by products that are indicative of differing levels of motivation (Sutherland & Canwell, 1997:210) Employees must be made to feel that their work is meaningful and beneficial to the organisation, that their contribution towards achieving organisational goals is meaningful and important (Schaefer, 2005).

There are two types of motivators, intrinsic and extrinsic Ehlers (2006:2.12). the most important of the two is intrinsic motivation, which is derived internally by an employee from happiness with his or her working circumstances. Intrinsic motivators may have to do with the employee's individual situation or with the environment as a whole. Creating the right organisational climate for an employee to be able to sustain a very high level of intrinsic motivation is the best reward an employer can provide (Ehlers, 2006).

Each and every employee needs motivation, regardless of the size of the company. They do this in order to be more effective and efficient (Analoui, 2007:221). Motivation also is an important consideration when coming to managing staff turnover. According to Analoui (2007), each and every employee needs motivation, regardless of the size of the company that they are working for, in order to be more effective and efficient. Motivation is perceived to be having a direct link to staff commitment and their ability to attain better productivity. Employees can be more committed if they are motivated.

Motivated employees can become committed and have a strong desire to stay in the organisation. This is so because they feel that they should stay in order for them to continue to their contribution to achievement of organisational goals, which they relate with. When employees work in an organisation that provides an environment of promote the ideals and goals of a specific occupation, their organisational and occupational commitment will be

heightened (Ayree and Tan, 1992; Cohen, 2000) *cited* in Chang, Chi and Miao, 2006). Another factor is that if employees are involved in the running of the organisation, they will identify with the overall goals of the organisation and they will make a bigger effort in trying to contribute towards achievement. Simply put, motivated and satisfied employees perform better.

## **2.7.8 Theories of motivation**

### **2.7.8.1 Herzberg's motivation / hygiene theory**

Herzberg suggest that only motivators cause employees to exert more effort and thereby enhance employee performance (Mathis & Jackson, 2004:88). This theory divides factors related to the working environment into two separate categories, namely motivators or satisfiers, and the other one is hygiene or maintenance factors. Motivators are those elements that can produce satisfaction, and they are achievement, responsibility, recognition, promotion prospects and the work itself.

### **2.7.8.2 Vroom's expectancy theory**

Satisfaction of needs is based on the individual's belief or feeling of how their efforts may be translated into an outcome that will bring them the desired reward. Most will base their behaviour on what happened in the past. Managers need to tell their managed exactly what to expect, particularly in the case of the introduction of new working practices. Employees must be able to see why and how their efforts are translated into rewards. Rewards should also in turn satisfy workers' needs (Sutherland & Canwell, 1997).

There are factors characteristics that may encourage motivation, one of them being giving employees a variety of tasks, introducing job rotation, wherein different surroundings can have a positive impact on performance, independence on how tasks should be handled (Sutherland & Canwell, 1997:278).

### **2.7.8.3 Maslow's hierarchy of needs**

According to Maslow, human needs can be classified into a few categories and arranged into a hierarchy. Needs that are on at the bottom part of the hierarchy are considered to be more essential to survival, while those higher in the hierarchy are about personal development and realisation of one's abilities (Lee, 2000). Motivation for growth, which is the concept of growth needs strength, derives from Maslow's theory of human motivation (Lee, 2000). Hackman and Oldman, (*cited* in Lee, 2000) has used the concept of growth need in the job characteristics model, which suggests that employees respond to job characteristics based on their growth need strength.

## **2.8 Measuring employee turnover**

It is important for organisations to measure their employee turnover. This can be done on a month to month basis or on a quarterly basis. Organisations can decide on the frequency of the monitoring and evaluation of this . The formula that can be used is:

**Total number of leavers x 100 / Average total number employed over a period**

The total figure includes all leavers, even people who left involuntarily due to dismissal, redundancy or retirement. It also makes no distinction between functional (i.e. beneficial) turnover and that which is dysfunctional. Crude turnover figures are used by all the major surveys of employee turnover, including the major Chartered Institute of Personnel and Development (CIPD ) and CBI surveys that are carried out each year, so they are necessary for effective benchmarking purposes.

However, it is also useful to calculate a separate figure for voluntary turnover and to consider some of the more complex employee turnover indices which take account of characteristics such as seniority and experience (Philips, 1990:56). According to Beardwell (2001:135), a 25% turnover is usually acceptable. It should begin to worry organisations if the rate starts to grow beyond 30%.

## **2.9 Costing employee turnover**

Most of the time, the costs attributed to employee turnover are not recorded within the organisation and are not presented to top management (Philips,1990). Employee turnover does have financial implications for departments. There are additional costs relating to laying off and recruiting new employees.

Costs can be attributed to:

- Redundancy and administrative costs associated with the leaver's separation from the company
- Administrative costs associated with creating a vacancy
- Costs of covering the vacancy until it is filled
- Advertising, agency or online costs for the vacancy
- Costs involved in the selection process
- Induction and training costs
- Exit costs

All the costs affected by turnover are :-

- Administration of the resignation
- Recruitment costs
- Selection costs
- Cost of covering during the period in which there is a vacancy
- Administration of the recruitment and selection process

- Induction training for new employees

Many of these costs consist of management or administrative staff time (opportunity costs) but direct costs can also be substantial where advertisements, agencies or assessment centres are used in the recruitment process. More complex approaches to turnover costing give a more accurate and invariably higher estimate of total costs. A widely quoted method involves estimating the relative productivity of new employees during their first weeks or months in a role and that of those who resigned during the period that they are working their notice.

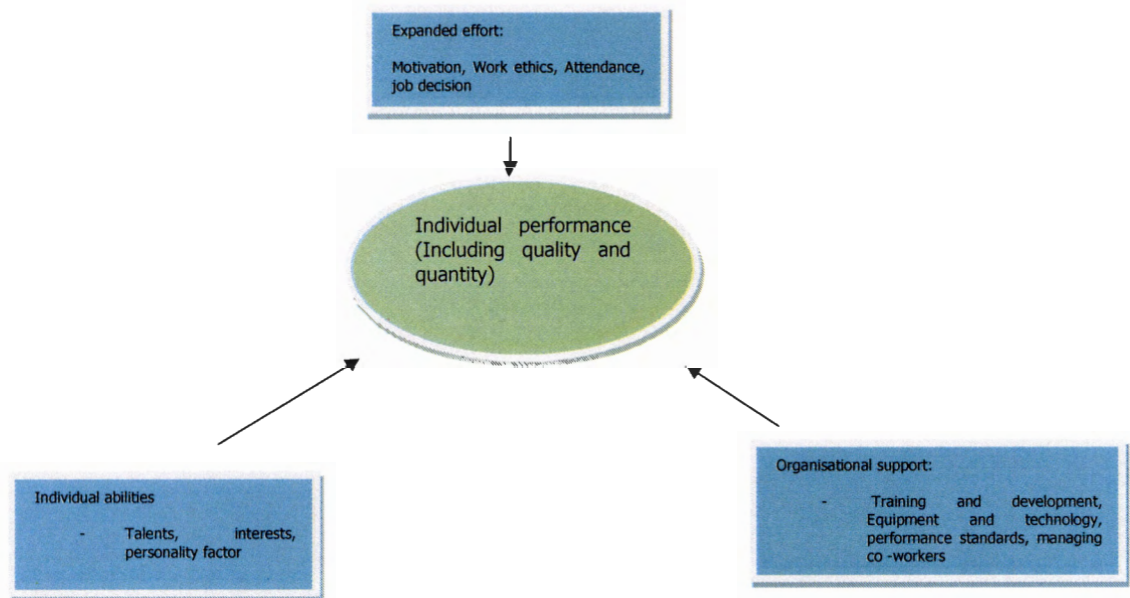
## **2.10 Organisational performance and staff turnover**

The performance of the organisation can be negatively affected by turnover. This can happen where employees who leave the department are those that possess the necessary skills that can enable the department to achieve its goals and fulfil its mandate. This may lead to projects being suspended or where quality of outcomes is compromised. This is problematic because much as it is difficult to retain these people, it is also very difficult to attract or recruit those kinds of skills. It is also very costly to employ people with those skills, for instance it takes a long time to fill those posts as and when they become vacant. There have been instances where job adverts are repeated in the media because there were no responses from possible applicants.

## **2.11 Factors affecting individual performance**

There are three major factors that affect how a given employee performs. These are performance, ability and effort (Mathis & Jackson 2004:35).

**Figure 1:** Factors affecting individual performance (Mathis & Jackson 2004:85)



### **2.11.1 Expanded effort**

In order for employees to increase effort and be committed, they need to be motivated. This will have a positive impact on productivity, efficiency and effectiveness (Mathis & Jackson, 2004:85).

### **2.11.2 Individual ability**

It is important for organisations to employ good and competent people, and to retain them. If there are any skills gaps, there should be empowerment programmes in place which must cater for these gaps (Mathis & Jackson, 2004:85).

### **2.11.3 Organisational support and commitment**

Management and supervisors must ensure there is continued support for their managed, and this can be done first by ensuring that resources needed are available, so that it becomes easy for them to perform their duties and contribute towards achieving organisational goals (Mathis & Jackson,

2004:85). Lambert, Hogan and Griffin (2007) maintain that the importance of organisational commitment lies in the complex relationship between the organisation and the individual and the extent to which commitment to an organisation promotes other positive work behaviors.

Quarles, 1994 (Cited in Muliawan, Green and Robb, 2009), applied a model used to investigate turnover intentions of general auditors and accountants, surveying members of the EDP Auditors Association employed in public accounting, industry, and government. In his study, he reported that both organisational commitment and job satisfaction have inverse effects on turnover intentions.

## **2.12 Staff retention as intervention**

Due to the fact that turnover can have an impact on performance of the organisation, especially on stability, profitability, productivity and the overall achievement of goals of the organisation, retention becomes important (Denvir & McMahon, 1992). Retaining trained and qualified employees can be very challenging. Staff retention refers to the ability of an organisation to maintain best possible staffing levels necessary to ensure efficient and effective service delivery at all times. Organisations can achieve this by ensuring that staff members remain satisfied within their jobs, and also that working conditions are conducive for working. Keeping staff motivated is also vital so as to encourage staff to remain at that particular organisation.

Staff retention strategies should be brought in as an intervention, and then be put in place to alleviate the problem. Other factors that may contribute to the improvement of staff retention are:-

- Realistic job preview presentation
- Orientation and training
- Career development and planning

- Good employee relations

Employing the above mentioned factors in a positive way will lead to motivated staff and improved working environment, thus making a contribution towards good retention.

Organisations experiencing high staff turnover must come up with ways of retaining their staff, especially in areas where staff turnover can lead to the underperformance of the department or the organisation. Retaining staff can be very beneficial to organisation, in the sense that there will be continuity and stability. There will be cost savings also because recruiting and training new employees time and time again is a very costly exercise. There also must be a business culture where staff or employees feel they belong or are worthy in the organisation and this can lead to them taking pride in the business.

### **2.13 The focus of staff retention**

Staff retention focuses on both attracting employees to join the organisation through different focused recruitment strategies, as well as keeping those who are already employed. This especially focuses on employees with skills that are crucial to the organisation. The aim is to ensure that these key people stay with the organisation and that wasteful and expensive levels of turnover are reduced (Armstrong, 2001:208).

Staff retention also has a strong focus on the psychology of workers and how motivated they are. The more compatible an organisation's goals are to the employee's expectations and personal preferences, and the more the organisation does to motivate the employee and meet these expectations and preferences, the more likely the employee will choose to stay. Employees then see their work as worthwhile and important and they also see themselves as personally accountable for performance outcomes and task execution. Performance monitoring also helps them in the sense that they get

feedback about the quality of their work and their individual performance, thus allowing them the latitude to improve and even excel in their performance.

## **2.14 Improving employee retention**

Organisations must then come up with strategies that will help in retaining their staff. In doing this, they will be saving their organisations money and time. Organisations must have retention policies and may use contracts that will bind these employees to a number of years before they can think of going elsewhere. As Philips (1990) puts it, the first two steps to take when developing an employee retention strategy are to find out:

- Why employees in hard to recruit groups are leaving
- What employee turnover among these groups is costing your organisation.

Obtaining accurate information on reasons for leaving is harder. Where exit interviews are used it is best to conduct them a short time after the employees hand in their notice. The interviewer should not be a manager who has had responsibility for the individual and who will not be involved in future reference writing. Confidentiality should be assured and the purpose of the interview explained. Alternative approaches involve the use of confidential attitude surveys which include questions about intention to leave and questionnaires sent to former employees on a confidential basis around six months after their departure.

A retention strategy can then be developed focusing on particular causes of turnover in your organisation. It is also worth considering the following elements, all of which have been shown to play a positive role in improving retention:

## 2.15 Elements of improving retention

Philips (1990) states that in order for employers or organisations to come up with a retention strategy, the following should be done:

- i. During the recruitment stages, prospective employees should be told what they should expect in the new job. Expectations should not be raised where employees will be given an impression about their jobs only to find something different from what they expected.
- ii. Management within the department should take responsibility for the movement of the staff within their respective components. This should be a monitoring tool that encourage managers to motivate their staff and to encourage them to stay within the organisation. Managers who can achieve that must be rewarded.
- iii. Employees should be encouraged to develop themselves so that they can better perform their jobs. This will also give an employee a better chance to get a promotion should such an opportunity avail itself.
- iv. There should be systems in place that will give employees a platform to communicate their problems, like the unions. Management should also ensure that performance appraisals take place regularly as expected by employees, as well as employee satisfaction surveys.
- v. Management flexibility is also advices, where employees can be allowed to work flexi hours if possible. Employees will appreciate it if they can be allowed to structure their work hours in order for them to be able to accommodate their other responsibilities outside work parameters.
- vi. Results or performance outcomes should be used to measure the individual's ability and this should be used as a measure of commitment rather than long hours of work which don't necessarily bear good results.

- vii. It is important for management to ensure that their managed feel secure in their jobs. This will assist in curbing or reducing turnover as employees will be feeling that their jobs are secure.
- viii. Management must ensure that they treat their managed fairly and without discrimination. Fair treatment should be practiced in all areas in the workplace, including in the distribution of rewards.

## **2.16 Strategy development**

Organisations need to come up with strategies that will help them to retain their staff. This means that there should be retention strategies in place. The development of an employee retention strategy usually follows five steps, namely awareness, analysis, strategy formulation, strategy implementation and strategy management (Ehlers,2006).

The awareness phase is where there is a realisation that the organisation is losing too many staff members in those areas that are core to them, where they cannot afford to. The first two steps to take when developing an employee retention strategy are to find out why employees in hard to recruit groups are leaving and what employee turnover among these groups is costing the organisation. Obtaining accurate information on reasons for leaving is harder. Where exit interviews are used it is best to conduct them in a short time after the employees hand in their notice.

The interviewer should not be a manager who has had responsibility for the individual and who will not be involved in future reference writing. Confidentiality should be assured and the purpose of the interview explained. Alternative approaches involve the use of confidential attitude surveys which include questions about intention to leave and questionnaires sent to former employees on a confidential basis around six months after their departure.

Based on the information gathered, a retention strategy can then be developed focusing on particular causes of turnover in the organisation (Ehlers, 2006).

## **2.17 Key steps in staff retention management**

According to Johnson (2007), there are ways that can be used to improve staff retention, as discussed below:

### **2.17.1 Analysing staff mobility and turnover trends**

The first step in looking at why employees leave organisations is to do the following:-

#### **i) Assess staff morale**

Management must make it a point that they know how employees within their organisations feel about the organisation, them as managers, and the nature of their work. A survey can be done in order to find these out. This will assist management in acting in time, in being proactive and not to wait for a situation to be endemic before. In cases where they as managers find out that the staff morale is low, they will have to come up with ways to remedy the situation.

#### **ii) Conduct exit interviews**

It is important to conduct exit interviews with the view of finding out why staff leave the organisation. The results of the interviews must then be analyzed and feedback be given to the relevant line managers as soon as possible. This will assist in preventing further future exists as well because managers will now be in the know of what the problem is, using history as their basis. Armstrong (2006:127) describes exit: interviews as an analysis of why people leave through exit interviews may provide some information but they are unreliable.

### **iii) Interview candidates who turn down job offers**

It might be useful for managers to interview candidates who turn down job offers and counter offers. These people are likely to give honest answers as they have nothing to lose. Managers will then also as in above cases, be able to take appropriate steps in ensuring that these problems do not show up again in future.

**2.17.2 Benchmark with other employers** – one of the reasons why staff leave is because they are attracted by competitive salaries, better career growth opportunities, and better incentives that other employers offer. Benchmarking will help in finding out the gaps that exist between the department and what other employers offer. This allows for improvement of staff turnover.

**2.17.3 Analyse the information and look for trends** – looking at the information gathered, a proper analysis needs to be made. Managers need to look at what causes employee turnover, at whether the causes are avoidable, what are the turnover rates for specific employee groups for occupational groups, what are the root causes of staff losses and where do leaving employees go to, as well as who the competition is.

### **2.17.4 Identifying the skills to be retained**

It is important for managers to know which employees should be prioritized when identifying skills. This is important for the reason that staff turnover can allow for new ideas to come into the department and for the development and promotion of those staff that remain. When prioritising skills, it is important that departments classify skills that they need to hold on to. Classifying skills is key in ensuring a focused and cost-effective retention strategy.

**Which skills need to be retained?** - The skills that are to be targeted are those needed to realize and meet the service delivery needs of the department and the department's primary mandate.

**How are these identified?** – this can be done through proper consultation between line managers and personnel practitioners.

Classifying skills – Skills must be classified as scarce, valued or high risk. This makes it easier to identify which skills need to be prioritised. Scarce skills are those skills that are needed to realize the department's goals and objectives, but which are difficult to recruit and expensive to replace. Valued skills – the focus is not on the scarcity of the skill as such, but rather on the valued staff member who contributes positively and whose loss would have a negative impact on the department's ability to meet its goals.

High-risk skills – are the skills that employees have who may soon leave. These include employees who have indicated a need to leave the department, those who are de-motivated and those who may have reached a career ceiling.

## **2.18 Measuring staff retention**

Measuring staff retention is important in order for the organisation to assess where there is a need to be worried or not (Philips, 1990). There are measures that can be used in this regard, like stability indexes and turnover rates. A stability index indicates the retention rate of experienced employees. Like turnover rates, this can be used across an organisation as a whole or for a particular part of it. The usual calculation for the stability index is:

Number of leavers with more than one year service x 100

Total number of staff in post one year ago

## **2.19 Performance monitoring and evaluation and staff retention**

### **2.19.1 The planning process**

The practice is to first set objectives during the strategic planning processes of departments. It is important for departments to measure performance against plans. The planning process starts where departments, as a requirement of the PFMA, draft their strategic plans for a three year period, outlining their plans for that period and how those plans are going to be achieved.

These strategic plans are prepared and tabled in Parliament for the allocation of budget. Included in the plans are specific Constitutional and other legislative, functional and policy mandates that indicate the output deliverables for which the institution is responsible, including policy developments and legislative changes that influence programme spending plans over that three-year period. Also to be included in the plans are the measurable objectives, expected outcomes, programme outputs, indicators (measures) and targets of the organisation's programmes including details of proposed acquisitions of fixed or movable capital assets, planned capital investments and rehabilitation and maintenance of physical assets.

Strategic plans must also include details of proposed acquisitions of financial assets or capital transfers and plans for the management of financial assets and liabilities, multi-year projections of income and projected receipts from the sale of assets, include details of the Service Delivery Improvement Programme include details of proposed information technology acquisition or expansion in reference to an information technology plan.

### **2.19.2 Evaluation and performance monitoring**

Section 27(4) of the Treasury Regulations, read with 36(5) of the PFMA states that the accounting officer of an institution must establish procedures for quarterly reporting to the executive authority to facilitate effective performance monitoring, evaluation and corrective action to be taken where objectives are not met. It is the responsibility of departments to ensure that there are tools in place used to measure this performance, of both the departments and individuals. We have to, on an ongoing basis, monitor performance using these tools. This monitoring gives both departments and employees early warning so that in areas of underperformance, remedial action is put in place.

The other key area in the performance management system is performance review. This involves analysing the outcomes of the reports with the aim of giving an understanding of whether they have performed well or bad. This review involves a SWOT analysis, which is looking at strengths, weaknesses, opportunities and threats.

It is imperative that departments ensure that they achieve their planned objectives. In order for this to be achieved, there is a need for the streamlining of all the resources that are necessary for the achievement of these objectives. Vital resources needed amongst others are financial and human resources. Human resource is therefore one of the most vital resource that can enable organisations to deliver their mandates. In the absence of these, it is basically impossible for department to achieve their plans. Additional to this, the necessary skills must also be in place to ensure that the employees have the capacity to perform.

### **2.19.3 Performance monitoring**

Monitoring is an ongoing process of gathering information with the aim of assessing whether there is progress or not. This involves the routine collection and analysis and use of information to ascertain to what extent the

organisation is making progress in meeting its performance targets. Organisations must have a performance management system in place. This will assist in measuring employee performance, performance goals will be mutually agreed upon, feedback will be two-way, training needs will be identified and there will be development Decenzo and Robbins ( 2005:245).

## **2.20 Research questions**

Research question one: Does staff turnover impact on performance?

Research question two: Will you resign if you could find a better paid job?

Research question three: Does the department offer staff development programmes?

Research question four: What retention strategies does the department have in place?

## **2.21 Conclusion**

Chapter Two is an review of literature around the study. It highlights the impact of staff turnover, the causes and reasons thereof and retention of staff as an intervention. The study also shows from the literature reviewed, problems that have been encountered on the matter and the attempts made to address them. This chapter provides the perspective for the rest of the research.

To conclude this chapter, it came out in the literature review that staff turnover is a well known problem which has been studied by many researchers in the past. It came out that there are many issues that can lead to staff turnover being high, but also there are ways of dealing with this problem and eventually keeping it at acceptable levels. There is also an indication that there is a relationship between motivation, performance and turnover.

This research will add value in the sense that it will assist management in improving the management of staff turnover and improving the retention strategies. High turnover will be prevented in future, as management will become aware of the problem before it becomes alarming and will take the necessary steps to correct the situation.

Chapter Two provides the background, key concepts and research problems. Chapter Three is about the research design. Data collection instruments will be looked at, as well as techniques of data analysis.

# Chapter three

## Research Design

### 3.1 Introduction

In the previous chapter, chapter two, literature was surveyed to support what the researcher wanted to investigate. Key concepts for the research were also discussed. The research questions which are based on the context of the literature were reviewed and discussed. Chapter three defines the research methodology used in the study and addresses the questions raised.

The research questions that this study seek to address are 1) Does a low salary and lack of financial rewards impact negatively on performance 2) Will you resign if you could find a better paid job? 3) Does the department offer staff development programmes? 4) What retention strategies does the department have in place?

The aim of the study was to determine the effects of staff turnover on the department of Public Works, Roads and Transport. In order to authenticate this, the researcher collected the required information from the target population using questionnaires and then analysed the responses. Chapter Three looked at the research methodology, the methods used to collect data, the population, the sample, and concluded with ethical considerations and research ethics.

### 3.2 The research approach

There are two common research types, namely qualitative and quantitative methods. Data for the two methods have different characteristics, and they also require different techniques for analysis (Walliman, 2005:270).

### **3.2.1 Quantitative data**

Quantitative research method involves choosing subjects, and data collection techniques such like questionnaires and observations measures for gathering information and procedures for implementing treatment (McMillian & Schumacher, 2001: 165). In quantitative studies, the researcher must search for unrelated variables that might influence the results of the study. Through this method researchers attempt to attain genuine and valid information.

With quantitative research, the concept of internal validity describes the efficacy with which extraneous variables have been controlled. The concern is with the procedure, sampling of subjects, and instruments affecting the extent to which extraneous variables are presented to complicate the interpretation of the findings (McMillian & Schumacher, 2001:165).

### **3.2.2 Qualitative data**

The term “qualitative research” can mean different things to different people, therefore it is difficult to describe qualitative research in way that will satisfy everybody. It can be defined as a multi-perspective approach using different qualitative techniques and methods of collecting data to social interaction, aimed at describing, making sense of, and interpreting this interaction in terms of meanings attached to the subjects (de Vos *et al.*, 2002:240). Qualitative research produces findings not only arrived at by statistical procedure, but findings about a person’s life, experiences, behaviour, emotions as well as about institutional functioning, socio-cultural phenomena and interaction between individuals within the same institution (Strauss and Corbin, 1998:5).

The quantitative research approach was used. This involves choosing subjects, and data collection techniques such as questionnaires and observations for gathering information and procedures for implementing treatment (McMillian & Schumacher, 2001, p. 165). In quantitative studies,

the researcher must search for unrelated variables that might influence the results of the study. Through this method researchers attempt to attain genuine and valid information. With quantitative research, the concept of internal validity describes the efficacy with which extraneous variables have been controlled. The concern is with the procedure, sampling of subjects, and instruments affecting the extent to which extraneous variables are presented to complicate the interpretation of the findings (McMillian & Schumacher, 2001:165).

### **3.3.3 The research method used in the study**

Quantitative research method was used in the study. This method is best suited for the study as it allows for choosing subjects and data collection techniques such like questionnaires and observations measures for gathering information and procedures for, and it became easiest method to test the effects of staff turnover in the Department of Public Works, Roads and Transport. The other reason for choosing this method is that analysis of can be done relatively quickly and results can be interrogated quickly. Also, presentation in tables and charts form provides the best way of communicating data and findings to others (Denscombe, 2003:264)

## **3.4 Data collection methods**

The choice of mode to be used to collect data can vary from mail, telephone, the internet, interviews. Most of the surveys utilise a single data method, though combinations can be used (Fowler, 2009:69). Personal interviews and questionnaire can be done together. For this study, structured questionnaire was used to gather data. It was distributed amongst staff members across all directorates and components within the department. This covered all income levels. The researcher personally handed out the research questionnaire.

### **3.4.1 Questionnaire**

Structured questionnaire was used to gather data. It was distributed amongst staff members across all directorates and components within the department. This covered all income levels. The researcher personally handed out the research questionnaire. Annual reports, strategic plan documents as well as quarterly reports were used to get additional information and secondary data for the study.

A questionnaire, which is a collection of questions administered to respondents, (Bryman, 2001:506) was prepared and distributed amongst staff in the department. All levels within the department have been covered, from Senior managers to the lowest level, and the reason for the questionnaires was to test if there is an understanding of what performance management is and how staff turnover affects that performance in the organisation, including that of other individuals within the organisation.

The questionnaire used consisted of three parts: Part 1 asks permission to use your responses for academic research. Part 2 asks general personal particulars like your age, gender, salary level and the component you are attached to and Part 3 ask about staff turnover. The questionnaire contains questions that would encourage respondents to clearly identify possible solutions to the situation at hand.

#### **Advantages of questionnaires**

Questionnaires are easy to interpret and easy to understand. They also are time saving and not expensive. They require very little or no training, they are cost effective, they are easy to administer and analyse, they are convenient because respondents can fill them in at their own pace, time and place. (Bless & Higson-Smith, 2004:112)

### **Disadvantages of questionnaires**

Responses can sometimes be difficult to interpret, and it can be difficult to establish if the questions are well understood. The response rate can also be very low where the questionnaire was posted or emailed to the respondents.

### **3.4.2 Interviews**

According to Bless and Higson-Smith (2004:104) , interviews involve direct personal contact with the participants who are asked to answer questions relating to the research problem.

#### **Advantages of interviews**

Interview help to clarify concepts and problems and help the researcher to establish possible answers or solutions (Bless & Higson-Smith, 2004:105)

#### **Disadvantages of interviews**

Respondents may not be free in their responses, or they may feel handicapped by the presence of the researcher. This might lead to them not responding as honestly as they would had it not been direct interview (Bless & Higson-Smith, 2004:105)

### **3.5 The organization**

The organisation under study is the Department of Public Works, Roads and Transport in the North West. The core function of the department is to provide and maintain all provincial land and building infrastructure, to ensure maintained roads as well as the provision of integrated public transport system. The staff complement of the department is 5,921. The head office is located in the Old Parliament building in Mahikeng. There are four programmes in the department, namely Administration, Public Works,

Transportation and Roads. Sub-programmes within the department are amongst others, Administration, Maintenance (Regional Operations), Construction (Buildings) and Property Management and these reside within the main or core functional area of the department, which is responsible for carrying out the mandate of the DPWRT.

Administration is responsible for the provision of political leadership, management support, human resource management, integrated planning support services as well as implementation of financial systems geared towards improved management of financial resources of as well as the provision of excellent financial management service in the department. Programme two, which is Public Works, also includes construction is responsible for designing, planning and construction of the building infrastructure, while the sub-directorate: Property Management is responsible for the maintenance and management of Provincial properties. There is another component namely the Expanded Public Works Programmes (EPWP), which is aimed at poverty alleviation through community-based programmes.

The Roads Infrastructure programme provides for the roads infrastructure planning, design, development and maintenance, while the programme Public and Freight Transportation is responsible for ensuring the provision of effective, efficient, accessible, affordable, safe and integrated passenger transport system that is economically viable, environment friendly and with a rural bias.

### **3.6 The target population**

The population in this study consisted of 1,109 employees in the Department of Public Works, Roads and Transport. The sample is 285 from all races, gender, components and salary levels.

## **3.7 Sampling technique**

Sample selection may include some individuals and exclude others. Those who are included constitute the sample. Sampling is done from a more or less complete list of individuals in the population to be studied (Fowler, 2009:20). The sample must be representative of the whole population.

### **3.7.1 Simple random sampling**

According to Fowler (2009:24), simple random sampling approximates drawing a sample out of a hat. This is selecting members of a population one at a time. Once a member has been selected, there is no chance of being selected again. When drawing a simple random sample, one needs to have a numbered list of the population. Walliman (2005:276) states that simple random sampling is used when the population is uniform or has similar characteristics in all cases.

### **3.7.2 Systematic samples**

A systematic sample may be used when the population is very large and is of no known characteristics (Walliman, 2005:277). The procedure involves the selection of listed units according to a predetermined system.

### **3.7.3 Stratified samples**

Simple stratified samples must be used in cases where the population falls into different categories. With the presence of different strata in the population, an equally sized randomised sample is obtained from each stratum to ensure that each is equally represented (Walliman, 2005:277). Stratified sampling is best suited for this study, and hence it has been the chosen sampling technique.

### **3.8 The sample**

The sample in this study consisted of 285 employees in the Department of Public Works, Roads and Transport, consisting of all income levels from five up to level 14, out of a target population of 1,109. This will cover both male and female, and will also cover all racial groups.

### **3.9 Data analysis techniques**

Data analysis is done so that the researcher can detect consistent patterns within the data. Quantitative data is often analysed using a range of descriptive and inferential statistical procedures (Bless & Higson-Smith, 2004:137). The technique chosen is descriptive techniques. The use of tables, percentages and means was used to analyse data.

### **3.10 Ethical considerations**

Denscombe (2003:134) states that researchers must be ethical in their conduct, they should respect the rights and dignity of respondents, avoid harm that may arise from the study, operate with honesty and integrity. As Punch (2006:56) puts it, ethical responsibility includes the principle of academic integrity and honesty and respect for other people. Everybody who took part in the research was informed and their consent was sought. They were also assured of the confidentiality and anonymity, ensuring that the information they provide is safeguarded. Potential harms and benefits were indicated. Respondents were also assured that their responses were confidential and that their names would not be revealed.

### **3.11 Limitations**

Respondents did not feel free to divulge some information required. The questionnaire requested information on the salary levels of employees and some felt that that information is confidential and they did not want to respond to that. A lot of respondents did not want to disclose their names in fear of victimisation, as they explained it.

### **3.12 Conclusion**

In this chapter, an overview of the research approach was presented. Qualitative approaches were used. The specific research methods employed in this study were described. The respondents, research instruments, data collection and analysis methods were also provided. This justified the credibility of the study.

Chapter Three shows the research design of the study. The population, the sample, research methods and data collection methods were dealt with in the chapter. Questionnaires were defined, the advantages and disadvantages were also described. Data analysis techniques, limitations and ethical considerations were covered. The next chapter, which is chapter four, will give a presentation, analysis and interpretation of data collected.

# Chapter Four

## Data Discussion

### 4.1 Introduction

Chapter Four is about the presentation and analysis of data that was gathered by the researcher. The questionnaires were distributed and a survey was conducted. The analysis of this data aims to provide evidence to provide answers to the research questions raised. The study was about staff turnover in the department of Public Works, Roads and Transport in the Northwest Province. This study concentrated on the effects of staff turnover in the DPWRT in the North West Province. An investigation into the subject has suggested that turnover in the department is high and it impacts negatively on the performance of both individuals and the organisation as a whole, as indicated in figures 4.5, 4.6 and 4.7. This prompted the researcher to conduct an investigation on the topic, with the aim of finding solutions to the problem.

Research questions were crafted to assist the researcher with the testing and further understanding of the problem. Research question one: Does staff turnover impact on performance? The importance of this question is to assist the researcher to establish whether there is any impact that staff turnover has on the performance, and this is for performance of both the staff and the organisation at large. Research question two: Will you resign if you could find a better paid job? The issues of salaries also can play a role in determining the movements of employees within the organisation. This question tried to establish whether employees within the organisation will stay irrespective of how much they earn. Research question three: Does the department offer staff development programmes? The impact of availability of staff development programmes on staff turnover is also assessed. The question tried to look at the impact and effects of availability or non availability of development programmes in the department. Research question four: What retention strategies does the department have in place?

The literature that was used was obtained from different books that deal with the subject, academic articles and articles obtained from the different websites and search engines.

Chapter Four provides a detailed report of the data collected, which is the return rate, the demographics of respondents, Information about the staff development and the type of work being done, the correlation and the conclusion. The questions and the responses from the questionnaire are used to answer the research questions stated above.

## **4.2 Return rate**

The total number of questionnaires distributed was 285. This was based on the total number of permanent employees of the DPWRT, those who are on salary levels from five up to level 14. The total number returned was 239 (84%), which means that 46 (16%) was not returned. Some of the reasons given for non return was that most of the respondents did not want to disclose their names, and most gave reasons that they feared victimisation. All efforts to assure them that that would not happen did not bear fruits. Some of the respondents said they do not have time as they were committed with work issues and other personal matters.

## **4.3 Demographics of the respondents**

The demographic profile of respondents includes factors such as race, gender, salary level and the work area. Race includes African, Coloured, Indian, White and Other. Salary level starts from three to 14.

**Figure 4.1** Race of the respondents

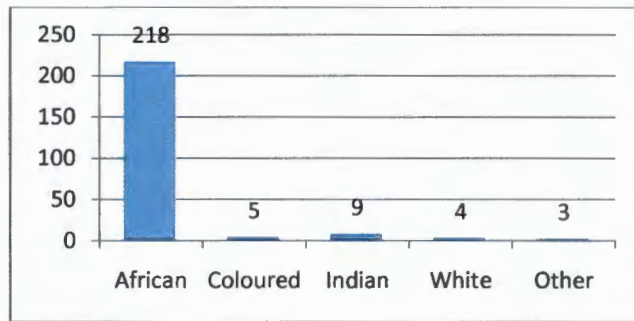


Figure 4.1 is the race of the respondents. There is predominantly large number of African population in the department, hence the huge number of responses from this category. There was also a problem of many people being highly committed with other work related matters, while some were not willing to participate in the study. This might have had an impact on the low response by other racial groups. There are three respondents in the “other” category, which is 1.26% . These may be those respondents who did not want to disclose their race, and then opted for “other”.

**Figure 4.2** Gender

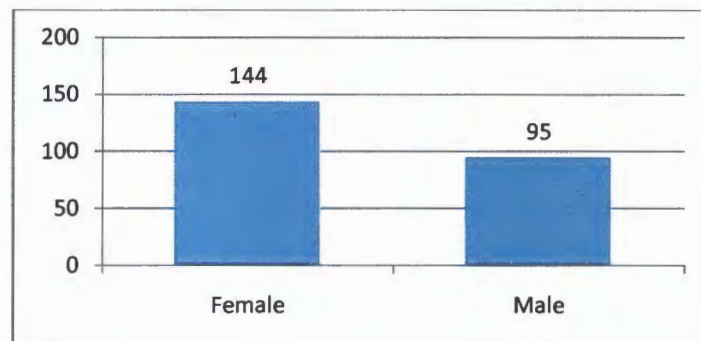


Figure 4.2 is responses by gender. A high number of females responded. The reason for this is that there is more females than men in the sample selected. The other reason is that most men were reluctant to take part in the survey, giving excuses and promising to return the questionnaire and never did.

**Figure 4.3** Salary level of Respondent

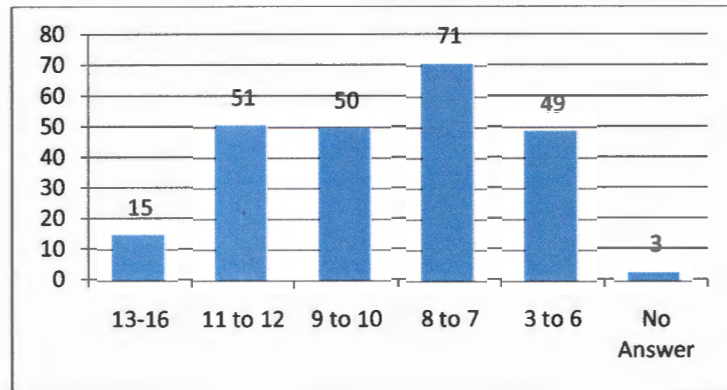


Figure 4.3 is about the responses per salary level. This also determines the level of the respondents in terms of the career ladder, for example levels 9 to 10 are assistant directors, which is part of the management of the department, levels 11 to 12 are higher in the management ladder, are the middle managers of the department and levels 13 – 16 are the senior managers of the department. Salary levels five to 14 took part in the study. Most of the respondents are on salary level 8 to 7. There were however, those who did not want to disclose their salary level, and opted to choose the “no answer” category. The respondents in this category is at 1%. The response per salary level intends to test the impact of turnover across all salary levels, as this does not only affect managers or a certain salary level employees in the department, but cuts across all levels as indicated above.

**Figure 4.4** Place of Work

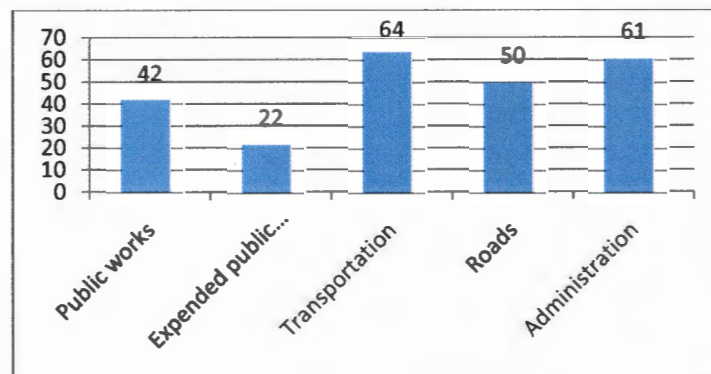


Figure 4.4 is about the area of work of the respondent, which is the chief directorate where the respondent is placed. Public Works, Expanded Public Works, Transportation and Roads are the core functional areas of the department, where as Administration is the support function of the department. The need for the area of work will enable the researcher to measure the effects of staff turnover in the different work areas or chief directorates, and how turnover impacts on individuals within specific area of work.

**Figure 4.5** Extent staff turnover impact on your performance

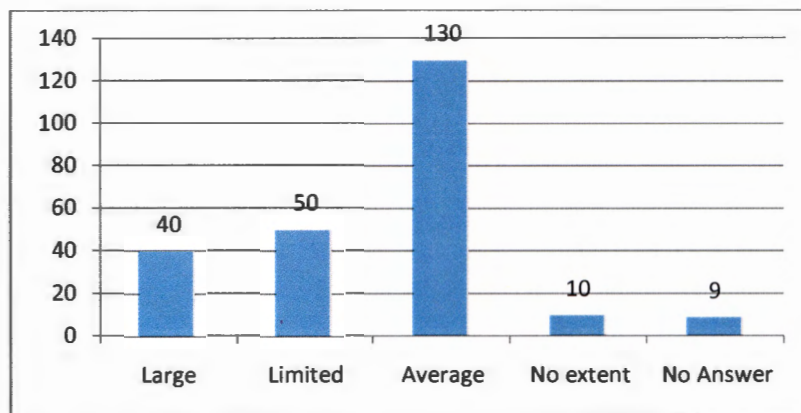


Figure 4.5 tests the extent of staff turnover on the individual respondent's performance. The assumption is that most of the negative responses are from the administration section as turnover is not likely to affect them in their work area. The reason for using performance as one of the factors to measure is that, if performance is not well managed, employees may become unhappy. This may lead them to thinking that the process is unfair and this may lead to them opting for an exit.

**Figure 4.6** Staff turnover impacts negatively on performance

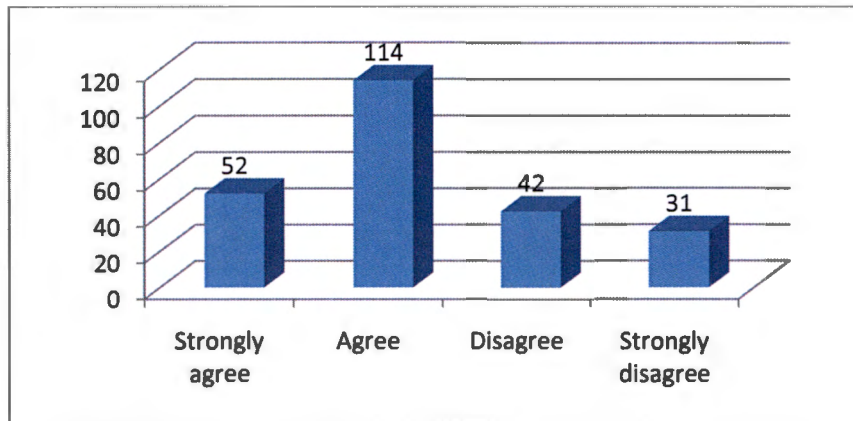


Figure 4.6 the figure above tests whether staff turnover has a negative impact on performance in general. This is a general question which needs to capture respondent's view on what they understand about the subject, and how they understand it. The majority of respondents feel that turnover does have a negative impact on performance.

**Figure 4.7** Staff turnover impacts negatively on departmental performance

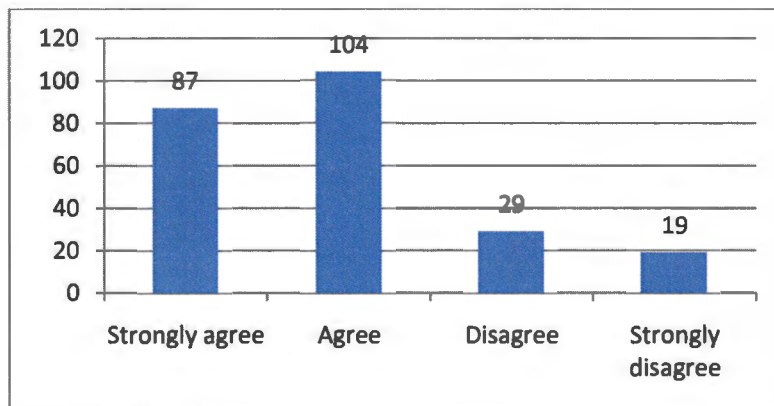


Figure 4.7 the figure above is about the impact that staff turnover has on the departmental performance. This figure shows that the negative impact of staff turnover is felt at the departmental level more than at the individual level. This suggests that even those respondents who feel that their performance as individuals is not affected by turnover, feel that on the overall, a high turnover does affect the department negatively.

**Figure 4.8** Excellent performance is rewarded

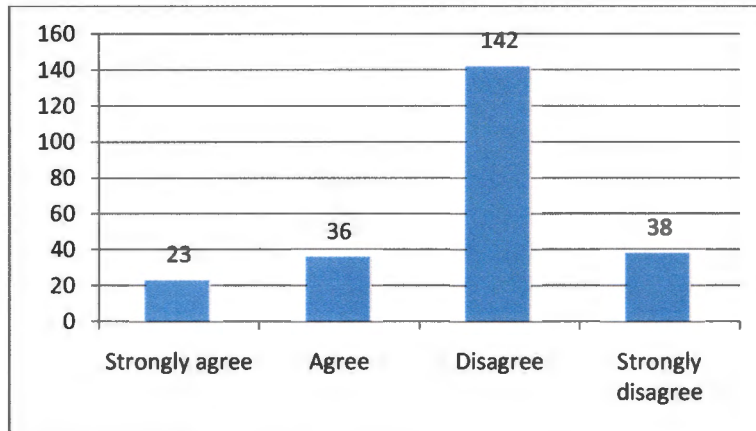


Figure 4.8 is about whether excellent performance is rewarded. Most of the respondents feel that excellent performance is not rewarded. This can mean that respondents feel that the system is not fair. Performance is not fairly rewarded. A lot of factors can be attributed to this negative feeling. One of the reasons can be that employees view performance rewards as a right and not a privilege, especially. Management also must do their fair share and manage performance throughout the year, and not only at the end of the year when intervention is no longer possible.

#### **4.4 Information about the staff development and the type of work being done**

Training and empowering employees is one of the ways of motivating them and making them happy. This will also prepare them for tasks that are more challenging, as well as preparing them for higher positions. As Analoui (2007:232) puts it, empowerment will prepare workers to set their own goals, make decisions and solve problems. It is therefore important for organisations to ensure that there are training programmes available in the department in all functions or work areas, as this might impact on the employee's decision on whether to stay or leave the department.

**Figure 4.9** The department adequately provides for opportunities for staff development

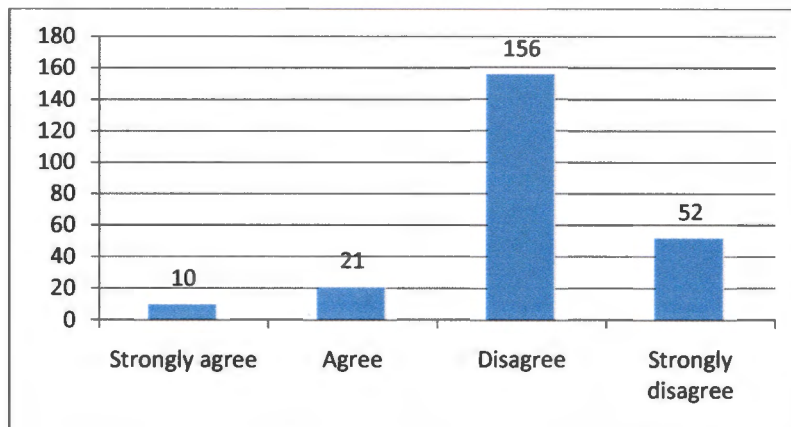


Figure 4.9 tests whether the department provides for opportunities for staff development. This graph shows that the provision of training is not prioritised. The assumption is that the 31(13%) who responded positively are the ones that had an opportunity to attend some training in the department. Lack of training and development might create problems for the department in the long run, where employees are not trained and prepared for the jobs that they do. The other effect that this may have is that when employees are not trained, they may not perform their duties as expected of them, as there will be capacity constraints. There might be performance gaps.

**Figure 4.10** Attended staff development programmes in the past 18 months

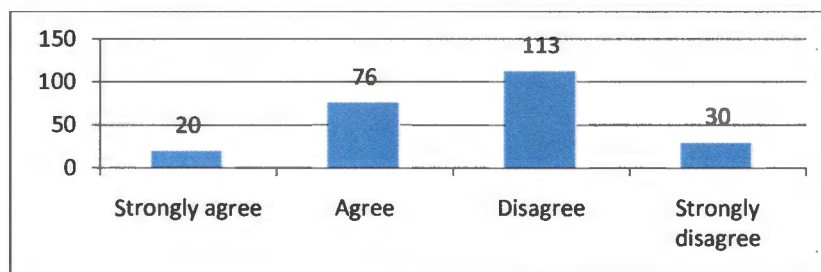


Figure 4.10 is about the provision of staff development programmes in the past 18 months. This seeks to prove that employees were trained in the past 18 months. 96 of the respondents have attended training in the past 18 months, and 143 did not. This again shows that there is a lack of training and empowerment in the department. There may however be genuine reasons why the department could not send their employees for training. One such reason may be budget constraints or lack of capacity in terms of numbers of staff. This means that if one employee is sent for training for a period of a week for example, there will be no one to do his or her job. The department must however come up with ways of improvement in this area.

**Figure 4.11** Resign due to lack of staff development programmes

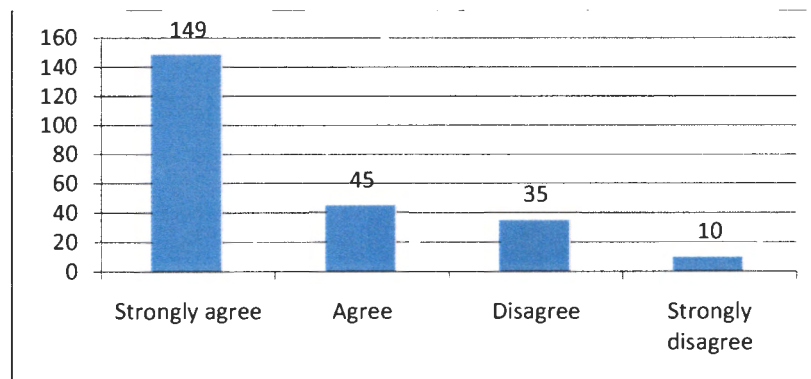


Figure 4.11 shows that most lack of staff development has an impact on staff turnover. This shows that lack of development progress is a threat and affects turnover in a negative way. Most of the respondents agree that they will resign due to lack of staff development programmes in the department. This figure has a relationship with figure 4.10, which shows that most of the respondents never had an opportunity to attend training or any development training in the past 18 month, showing that the department is risking losing some of its employees, some of which might be valuable and hard to replace. According to Shields and Ward, 2001 (*Cited in Hayes et al*), dissatisfaction with promotion and training opportunities has been shown to have a stronger impact on turnover than workload and pay.

**Figure 4.12** Low salary affects performance negatively

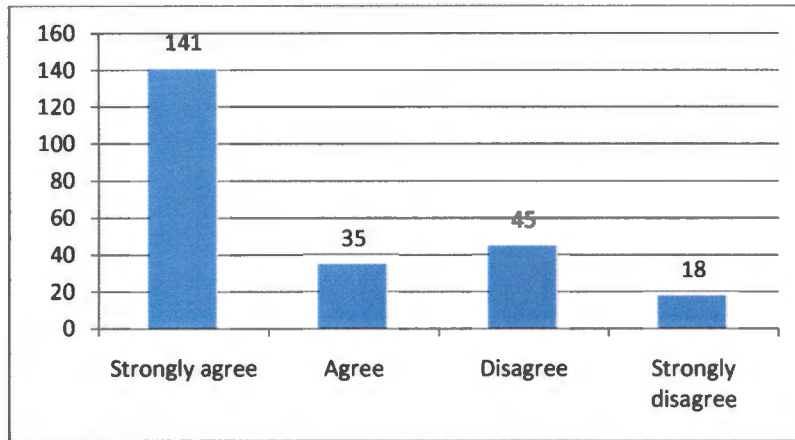


Figure 4.12 is about the effects of a low salary on performance. The graph depicts a negative impact that a low salary has on the individual performance. Most of the respondents agree that low a low salary leads to poor performance, while only 26% of them think otherwise. This shows that remuneration or salary plays a role in motivating for higher or better performance. Card and Kruger's case study (*cited in Morrison, Papps & Poot: 2005*) indicates that the impact of minimum wage increase increased the employment in fast food outlets in New Jersey, United State. An employee will likely accept a better offer, though if he or she likes his current employer he could use this as a bargaining chip to get a raise, or other benefits. There can be counter offer and the employee may choose to accept it and stay.

**Figure 4.13** High performers are the ones who are in the high salary bracket

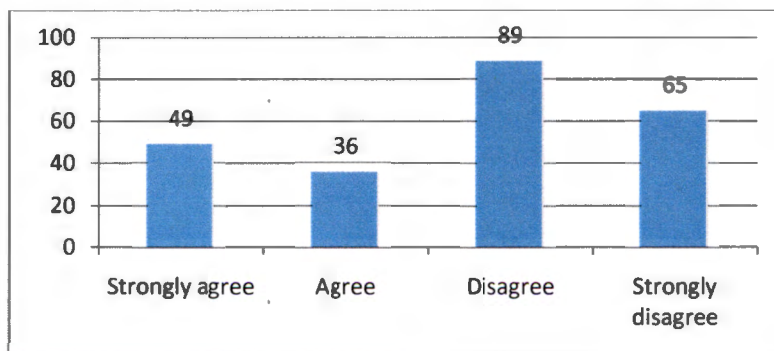


Figure 4.13 is about whether high performers are the ones in the high salary brackets or not. Most of the respondents disagree that highly paid employees are the ones that are high performers. Highly paid employees are mainly those in the management level. Most of the time, their performance or lack thereof is dependent on whether their managed perform or not. This graph shows that highly paid employees are not necessarily high performers. There are a few respondents though, who feel that well paid employees are high performers.

**Figure 4.14** Financial performance rewards improves performance

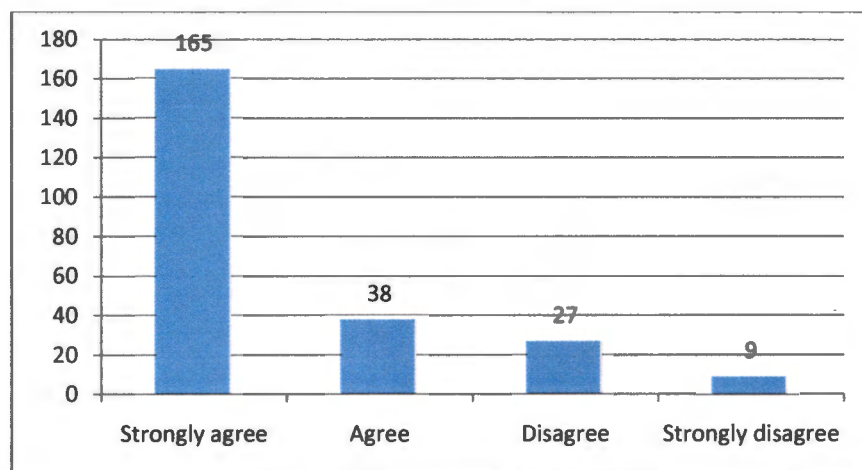


Figure 4.14 is about whether financial performance rewards improve performance. Most of the respondents feel that financial performance rewards improve performance. This suggest that performing employees, if rewarded, can even improve their performance. The department has a Performance Management and Development System in place which ensures that employees performance is moderated and for those who are performing, financial rewards are given.

**Figure 4.15** I will resign if I could find a better paid job

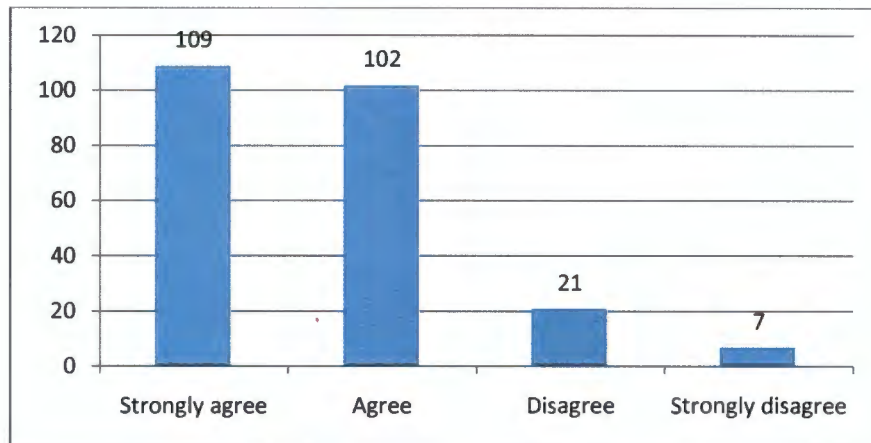


Figure 4.15 I will resign if I could find a better paid job Most of the respondents say they will leave the department should they get better paid jobs. This shows that, for most, remuneration is a motivator, meaning that the higher the salary, the more satisfied an employee will be. There is however, those that say they will not just leave for the sake of money. This can be those employees who are happy in the current jobs and feel that they are not yet ready for a new job with more responsibility.

**Figure 4.16** Does the department have a retention strategy in place?

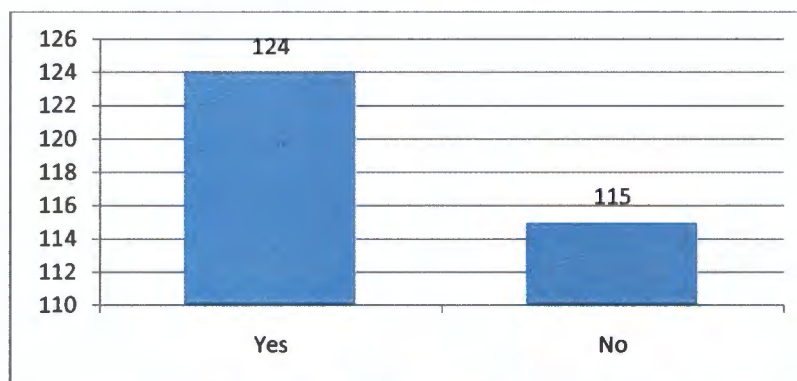


Figure 4.16 is about whether the department has a retention strategy or not. 115 respondents say there is no retention strategy in the department. This means that even though such a strategy exist, not everybody is aware of it. The department needs to make its employees aware of the policies that are available, as well as the strategies. The reason might be that a significant

number of respondents are in the lower ranks within the department and might not be taking interest in the different strategies that the department has. As Hayes *et al.* (2005) puts it, managers who value staff contribution promotes retention. This means retention strategies must be put in place and employees must be aware of them. This also must be the same for all the strategies that are in place in the department.

**Figure 4.17** Extent the department make provision for succession in the event of a promotional vacancy

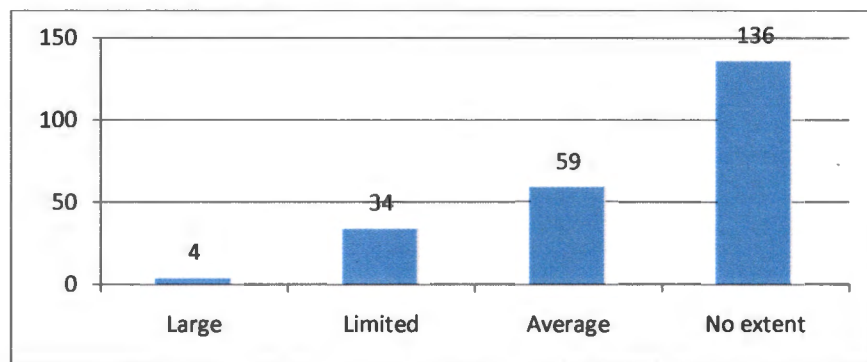


Figure 4.17 is about the succession planning in the department in an instance where an employee has to leave the department. 58% of the respondents feel that the department is not doing much to prepare for succession in the department. All employees should be well capacitated so that, should a person in the higher rank get a promotion, quit or retire, the next person should be able to fit in into that position without a struggle.

**Figure 4.18** Management tries hard to retain staff

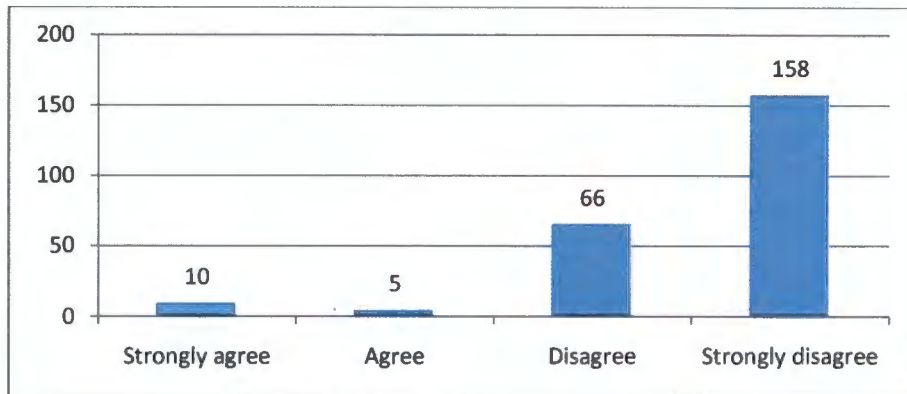


Figure 4.18 is about whether management tries to retain its staff. The figure above shows that management in the DPWRT does not do much in trying to retain staff. There are no measures in place for management to convince employees who are about to leave the department, to decide otherwise. Things like counteroffers can be used as one of the measures of trying to retain staff.

#### **4.5 Statistics**

The correlation between race and the extent of turnover on individual performance of employees is -58.7%, a negative correlation between the two variables. The correlation is however not significant at 0.000, suggesting that race does not have an impact on the extent of staff turnover on the performance of individuals in the department. Race is therefore not the determinant of whether respondents are positive or negative about the effects of staff turnover on the performance of individual employee.

The correlation between race and the extent of turnover on the departmental performance is 54.10%. This is a positive correlation between the two variables. The correlation is not significant and suggests that race does not have an impact on the extent of turnover on departmental performance.

The correlation between race and whether the respondent has attended staff development programmes in the past 18 months is 57.90%. This is a positive correlation between the two variables. The correlation is however not significant at 0.000, and suggests that race does not have an impact on whether an employee has attended staff development programmes in the past 18 months.

The correlation between race and whether the respondent will resign due to lack of staff development programmes is 53.80%. This is a positive correlation between the two variables. The correlation is however not significant at 0.000 and suggests that race does not have an impact on whether an employee will resign due to lack of staff development programmes or not.

The correlation between race and whether high performers are in the high salary bracket -53.10%. This is a negative correlation between the two variables. The significance value is 0.000. The correlation is therefore not significant and suggests that race does not have an impact on whether high performers are in the high salary brackets or not. Race is not a determinant of whether respondents are positive or negative about the effects of staff turnover on the department.

The correlation between race and the extent of turnover on the departmental performance is -52.60%. This is a negative correlation between the two variables. The correlation is not significant and suggests that race does not have an impact on the extent of turnover on departmental performance. Race is not a determinant of whether respondents are positive or negative about the effects of staff turnover on the department.

The correlation between race and whether high performers are those that are in the high salary bracket is -53.10%. This is a negative correlation between the two variables. The significance value is however 0.000 , meaning that the

correlation is not significant. This suggests that race does not have an impact on whether high performers are in the high salary bracket or not.

The correlation between Gender and the extent of turnover on the departmental performance is 92.80%. This is a positive correlation between the two variables. The significant value is 0,000 meaning that the correlation is not significant and suggests that Gender does not have an impact on the extent of turnover on departmental performance. Gender is not a determinant of whether respondents are positive or negative about the effects of staff turnover on the department.

The correlation between Gender and whether the respondent has attended staff development programmes in the past 18 months is 82.5%. This is a positive correlation between the two variables. The correlation is however not significant because the significant value is 0.000. This suggests that Gender does not have an impact on whether an employee has attended staff development programmes in the past 18 months. Gender is therefore not a determinant of whether respondents are positive or negative about the effects of staff turnover on the department.

The correlation between Gender and whether the respondent will resign due to lack of staff development programmes is 77.20%. This is a positive correlation between the two variables. The correlation is however not significant and suggests that Gender does not have an impact on whether an employee will resign due to lack of staff development programmes or not. Gender is therefore not a determinant of whether respondents are positive or negative about the effects of staff turnover on the department.

The correlation between Gender and whether high performers are in the high salary bracket -95.60%. This is a negative correlation between the two variables. The significance value is 0.000. The correlation is therefore not significant and suggests that Gender does not have an impact on whether high performers are in the high salary brackets or not. Gender is not a

determinant of whether respondents are positive or negative about the effects of staff turnover on the department.

The correlation between Gender and the salary level is -80.70%. This is a negative correlation between the two variables. The significant value is 0.000, which suggests that the correlation is not significant and suggests that Gender does not have an impact on the salary level of respondents. Gender is not a determinant of whether respondents are positive or negative about the effects of staff turnover on the department.

The correlation between Gender and whether excellent performance is rewarded is 91.20%. This is a positive correlation between the two variables. The significant value is 0.000, and this suggests that Gender does not have an impact on whether excellent performance is rewarded or not. Gender is not a determinant of whether respondents are positive or negative about the effects of staff turnover on the department.

The correlation between Gender and the department's provision for staff development programmes is -83.60%. This is a negative correlation between the two variables. The significance value is however 0.000, meaning that the correlation is not significant. This suggests that Gender does not have an impact on whether the department provides opportunities for staff development programmes or not. Gender is therefore not a determinant of whether respondents are positive or negative about the effects of staff turnover on the department.

The correlation between Gender and whether low salary affects performance negatively is -85.10%. This is a negative correlation between the two variables. The significance value is however 0.000, meaning that the correlation is not significant. This suggests that Gender does not have an impact on whether low salary affects performance negatively or not. Gender

is therefore not a determinant of whether respondents are positive or negative about the effects of staff turnover on the department.

The correlation between Gender and whether high performers are those that are in the high salary bracket is -95.60%. This is a negative correlation between the two variables. The significance value is however 0.000 , meaning that the correlation is not significant. This suggests that Gender does not have an impact on whether high performers are in the high salary bracket or not. Gender is therefore not a determinant of whether respondents are positive or negative about the effects of staff turnover on the department.

The correlation between Gender and the extent of turnover on the departmental performance is 57.90%. This is a positive correlation between the two variables. The correlation is not significant and suggests that Gender does not have an impact on the extent of turnover on departmental performance. Gender is not a determinant of whether respondents are positive or negative about the effects of staff turnover on the department.

The correlation between Salary and the extent of turnover on the departmental performance is -79%. This is a negative correlation between the two variables. The correlation is not significant and suggests that Salary does not have an impact on the extent of turnover on departmental performance. Salary is not a determinant of whether respondents are positive or negative about the effects of staff turnover on the department.

The correlation between Salary and whether the respondent has attended staff development programmes in the past 18 months is -76.10%. This is a negative correlation between the two variables. The correlation is however not significant and suggests that Salary does not have an impact on whether an employee has attended staff development programmes in the past 18

months. Salary is therefore not a determinant of whether respondents are positive or negative about the effects of staff turnover on the department.

The correlation between Salary and whether the respondent will resign due to lack of staff development programmes is -83.50%. This is a negative correlation between the two variables. The correlation is however not significant and suggests that Salary does not have an impact on whether an employee will resign due to lack of staff development programmes or not. Salary is therefore not a determinant of whether respondents are positive or negative about the effects of staff turnover on the department.

The correlation between Salary and whether high performers are in the high salary bracket 80%. This is a positive correlation between the two variables. The significance value is 0.000. The correlation is therefore not significant and suggests that Salary does not have an impact on whether high performers are in the high salary brackets or not. Salary is not a determinant of whether respondents are positive or negative about the effects of staff turnover on the department.

The correlation between Salary and whether excellent performance is rewarded is -76.40%. This is a negative correlation between the two variables. The significant value is 0.000, and this suggests that Salary does not have an impact on whether excellent performance is rewarded or not. Salary is not a determinant of whether respondents are positive or negative about the effects of staff turnover on the department.

The correlation between Salary and the department's provision for staff development programmes is 80.40%. This is a positive correlation between the two variables. The significance value is however 0.000, meaning that the correlation is not significant. This suggests that Salary does not have an impact on whether the department provides opportunities for staff

development programmes or not. Salary is therefore not a determinant of whether respondents are positive or negative about the effects of staff turnover on the department.

The correlation between Salary and whether low salary affects performance negatively is 85.50%. This is a positive correlation between the two variables. The significance value is however 0.000, meaning that the correlation is not significant. This suggests that Salary does not have an impact on whether low salary affects performance negatively or not. Salary is therefore not a determinant of whether respondents are positive or negative about the effects of staff turnover on the department.

The correlation between Salary and the extent of turnover on the departmental performance is -64.90%. This is a negative correlation between the two variables. The significance value is 0.000. The correlation is not significant and suggests that Salary does not have an impact on the extent of turnover on departmental performance. Salary is not a determinant of whether respondents are positive or negative about the effects of staff turnover on the department.

The correlation between Component and the extent of turnover on performance of is 56.70%, a positive correlation between the two variables. The correlation is however not significant. The significance value is 0.000, suggesting that Component does not have an impact on the extent of staff turnover on the performance of individuals in the department. Component is not the determinant of whether respondents are positive or negative about the effects of staff turnover on the performance of individual employee.

The correlation between Component and whether the respondent will resign due to lack of staff development programmes is -50.70%. This is a negative correlation between the two variables. The correlation is however not

significant as the significance value is 0.000. This suggests that Component does not have an impact on whether an employee will resign due to lack of staff development programmes or not. Component is therefore not a determinant of whether respondents are positive or negative about the effects of staff turnover on the department.

The correlation between Component and the extent of turnover on the departmental performance is -54.30%. This is a negative correlation between the two variables. The significance value is 0.000. The correlation is not significant and suggests that Component does not have an impact on the extent of turnover on departmental performance. Component is not a determinant of whether respondents are positive or negative about the effects of staff turnover on the department.

The correlation between Component and the extent of turnover on the departmental performance is 56.70%. This is a positive correlation between the two variables. The correlation is not significant and suggests that Salary does not have an impact on the extent of turnover on departmental performance. Salary is not a determinant of whether respondents are positive or negative about the effects of staff turnover on the department.

The correlation between component and salary is 68.50%. This is a positive correlation between the two variables. The correlation is not significant and suggests that Salary does not have an impact on the extent of turnover on departmental performance. Salary is not a determinant of whether respondents are positive or negative about the effects of staff turnover on the department.

**Table 4.1 Correlation**

			Ethnic	Gender	Salary Level	Component	Qu 1	Qu2	Qu3	Qu4	Qu5	Qu6
Spearman's rho	Ethnic	Correlation	1.000	.388**	-.378**	-	.400**	-.462**	.097	.055	-.587**	-.440**
		Coefficient				.298**						
		Sig. (2-tailed)		.000	.000	.000	.000	.000	.137	.400	.000	.000
		N	239	239	239	239	239	239	239	239	239	239
Gender	Correlation		.388**	1.000	-.807**	-	-.526**	-.703**	.249**	.141*	.264**	-.231**
		Coefficient				.202**						
		Sig. (2-tailed)	.000		.000	.002	.000	.000	.000	.029	.000	.000
		N	239	239	239	239	239	239	239	239	239	239
Salary Level	Correlation		-.378**	-.807**	1.000	.296**	.518**	.739**	-.115	-.158*	-.210**	.295**
		Coefficient							.076	.014	.001	.000
		Sig. (2-tailed)	.000	.000		.000	.000	.000	.076	.014	.001	.000
		N	239	239	239	239	239	239	239	239	239	239
Component	Correlation		-.298**	-.202**	.296**	1.000	.023	.481**	.514**	.264**	.255**	.567**
		Coefficient										
		Sig. (2-tailed)	.000	.002	.000		.727	.000	.000	.000	.000	.000
		N	239	239	239	239	239	239	239	239	239	239
Qu 1	Correlation		.400**	-.526**	.518**	.023	1.000	.355**	-.114	-.100	-.660**	-.228**
		Coefficient										
		Sig. (2-tailed)	.000	.000	.000	.727		.000	.078	.124	.000	.000
		N	239	239	239	239	239	239	239	239	239	239
Qu2	Correlation		-.462**	-.703**	.739**	.481**	.355**	1.000	.244**	.163*	-.027	.140*
		Coefficient										
		Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.012	.679	.031
		N	239	239	239	239	239	239	239	239	239	239
Qu3	Correlation		.097	.249**	-.115	.514**	-.114	.244**	1.000	.685**	.066	.056
		Coefficient										
		Sig. (2-tailed)	.137	.000	.076	.000	.078	.000		.000	.311	.389
		N	239	239	239	239	239	239	239	239	239	239
Qu4	Correlation		.055	.141*	-.158*	.264**	-.100	.163*	.685**	1.000	.037	-.087
		Coefficient										
		Sig. (2-tailed)	.400	.029	.014	.000	.124	.012	.000		.566	.179
		N	239	239	239	239	239	239	239	239	239	239
Qu5	Correlation		-.587**	.264**	-.210**	.255**	-.660**	-.027	.066	.037	1.000	.218**
		Coefficient										
		Sig. (2-tailed)	.000	.000	.001	.000	.000	.679	.311	.566		.001

	N	239	239	239	239	239	239	239	239	239	239
Qu6	Correlation Coefficient	-.440**	-.231**	.295**	.567**	-.228**	.140*	.056	-.087	.218**	1.000
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.031	.389	.179	.001	.
	N	239	239	239	239	239	239	239	239	239	239
Qu7	Correlation Coefficient	.541**	.928**	-.790**	-.151*	-.383**	-.761**	.231**	.131*	.119	-.160*
	Sig. (2-tailed)	.000	.000	.000	.019	.000	.000	.000	.043	.067	.013
	N	239	239	239	239	239	239	239	239	239	239
Qu8	Correlation Coefficient	.496**	.912**	-.764**	-.345**	-.355**	-.644**	.249**	.141*	.117	-.470**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.029	.070	.000
	N	239	239	239	239	239	239	239	239	239	239
Qu9	Correlation Coefficient	-.457**	-.836**	.804**	.409**	.429**	.925**	.114	.065	-.152*	.190**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.078	.317	.019	.003
	N	239	239	239	239	239	239	239	239	239	239
Qu10	Correlation Coefficient	.579**	.825**	-.761**	-.018	-.304**	-.741**	.205**	.116	.090	-.103
	Sig. (2-tailed)	.000	.000	.000	.788	.000	.000	.001	.073	.165	.113
	N	239	239	239	239	239	239	239	239	239	239
Qu11	Correlation Coefficient	.538**	.772**	-.835**	.507**	-.350**	-.795**	.034	.180**	-.060	-.484**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.596	.005	.356	.000
	N	239	239	239	239	239	239	239	239	239	239
Qu12	Correlation Coefficient	-.330**	-.851**	.855**	.428**	.602**	.714**	-.155*	-.166*	-.225**	.379**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.016	.010	.000	.000
	N	239	239	239	239	239	239	239	239	239	239
Qu13	Correlation Coefficient	-.531**	-.958**	.800**	.230**	.420**	.758**	-.245**	-.139*	-.089	.223**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.032	.171	.000
	N	239	239	239	239	239	239	239	239	239	239
Qu14	Correlation Coefficient	.225**	.579**	-.649**	.543**	-.410**	-.765**	-.212**	.036	.153*	-.359**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.001	.580	.018	.000
	N	239	239	239	239	239	239	239	239	239	239

			Qu7	Qu8	Qu9	Qu10	Qu11	Qu12	Qu13	Qu14	V19	V20	V21
Spearman's rho	Ethnic	Correlation Coefficient	.541**	.496**	-.457**	.579**	.538**	-.330**	-.531**	.225**	.	.	.
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.	.	.
		N	239	239	239	239	239	239	239	239	0	0	0
	Gender	Correlation Coefficient	.928**	.912**	-.836**	.825**	.772**	-.851**	-.956**	.579**	.	.	.
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.	.	.	
	N	239	239	239	239	239	239	239	239	0	0	0	
Salary Level	Correlation Coefficient	-.790**	-.764**	.804**	-.761**	-.835**	.855**	.800**	-.649**	.	.	.	
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.	.	.
		N	239	239	239	239	239	239	239	239	0	0	0
	Component	Correlation Coefficient	-.151*	-.345**	.409**	-.018	-.507**	.428**	.230**	-.543**	.	.	.
	Sig. (2-tailed)	.019	.000	.000	.788	.000	.000	.000	.000	.	.	.	
	N	239	239	239	239	239	239	239	239	0	0	0	
Qu 1	Correlation Coefficient	-.383**	-.355**	.429**	-.304**	-.350**	.602**	.420**	-.410**	.	.	.	
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.	.	.
		N	239	239	239	239	239	239	239	239	0	0	0
	Qu2	Correlation Coefficient	-.761**	-.644**	.925**	-.741**	-.795**	.714**	.758**	-.765**	.	.	.
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.	.	.	
	N	239	239	239	239	239	239	239	239	0	0	0	
Qu3	Correlation Coefficient	.231**	.249**	.114	.205**	.034	-.155*	-.245**	-.212**	.	.	.	
		Sig. (2-tailed)	.000	.000	.078	.001	.596	.016	.000	.001	.	.	.
		N	239	239	239	239	239	239	239	239	0	0	0
	Qu4	Correlation Coefficient	.131*	.141*	.065	.116	.180**	-.166*	-.139*	.036	.	.	.
	Sig. (2-tailed)	.043	.029	.317	.073	.005	.010	.032	.580	.	.	.	
	N	239	239	239	239	239	239	239	239	0	0	0	
Qu5	Correlation Coefficient	.119	.117	-.152*	.090	-.060	-.225**	-.089	.153*	.	.	.	
		Sig. (2-tailed)	.067	.070	.019	.165	.356	.000	.171	.018	.	.	.
		N	239	239	239	239	239	239	239	239	0	0	0
	Qu6	Correlation Coefficient	-.160*	-.470**	.190**	-.103	-.484**	.379**	.223**	-.359**	.	.	.

	Sig. (2-tailed)	.013	.000	.003	.113	.000	.000	.000	.000			
	N	239	239	239	239	239	239	239	239	0	0	0
Qu7	Correlation Coefficient	1.000	.847**	-.876**	.920**	.784**	-.790**	-.953**	.537**			
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000			
	N	239	239	239	239	239	239	239	239	0	0	0
Qu8	Correlation Coefficient	.847**	1.000	-.768**	.745**	.793**	-.852**	-.909**	.580**			
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000			
	N	239	239	239	239	239	239	239	239	0	0	0
Qu9	Correlation Coefficient	-.876**	-.768**	1.000	-.837**	-.822**	.792**	.859**	-.720**			
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000			
	N	239	239	239	239	239	239	239	239	0	0	0
Qu10	Correlation Coefficient	.920**	.745**	-.837**	1.000	.735**	-.702**	-.885**	.477**			
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000			
	N	239	239	239	239	239	239	239	239	0	0	0
Qu11	Correlation Coefficient	.784**	.793**	-.822**	.735**	1.000	-.859**	-.817**	.738**			
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000			
	N	239	239	239	239	239	239	239	239	0	0	0
Qu12	Correlation Coefficient	-.790**	-.852**	.792**	-.702**	-.859**	1.000	.837**	-.681**			
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000			
	N	239	239	239	239	239	239	239	239	0	0	0
Qu13	Correlation Coefficient	-.953**	-.909**	.859**	-.885**	-.817**	.837**	1.000	-.570**			
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000			
	N	239	239	239	239	239	239	239	239	0	0	0
Qu14	Correlation Coefficient	.537**	.580**	-.720**	.477**	.738**	-.681**	-.570**	1.000			
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000				
	N	239	239	239	239	239	239	239	239	0	0	0

\*\* Correlation is significant at the 0.01 level (2-tailed).

\* Correlation is significant at the 0.05 level (2-tailed).

## 4.6 Conclusion

This chapter started by looking at the demographic profile of the respondents that took part in the study. Most of the respondents are African and most are female. They are in the salary levels up to level 14. Statistical approaches such as Descriptive Frequency Statistics were applied to the data collected from the questionnaire. This data was interpreted and discussed with the help of various graphical presentations.

Chapter four addressed all four research questions by using the data from the questionnaire. The answers from the questionnaire measure the effects of staff turnover, and the responses will assist at coming up with recommendations to management, which will help improve the situation in the department.

The next chapter, which is Chapter Five, discusses the recommendations, limitations and conclusions on the study. The research questions which were used in the study will be discuss, and recommendations will be based on that.

## **Chapter Five**

### **Discussions, recommendations, and conclusions**

#### **5.1 Introduction**

The previous chapter presented the detailed finding of the research, based on the data collected using the questionnaire as the data collection instrument. Data analysis was done and results were presented. Chapter Five presents recommendation and conclusions of the study. This is the last chapter which concludes the research. The aim of the study was to assess the effects of turnover can have on both the organisational and staff performance in the public service, with particular reference to the Department of Public Works, Roads and Transport. Furthermore, ways of alleviating the problem will be looked at and discussed, as well as strategies that can be used to address the problem

For the benefit of the reader, the section on the definition of key concepts was also included in chapter one. A literature review was conducted on the study as included in chapter two. The research instruments were drawn on the basis of the theoretical background as outlined in chapter two. Chapter three presented the research methodology. The study followed quantitative approach. The data collection methods were also quantitative in nature. The research respondents were identified and instruments were compiled. The questionnaire was used as the instrument to collect data. Data was analysed and interpreted in chapter four.

#### **5.2 Summary of presentation and discussion of data**

The research was aimed at determining the effects of staff turnover on the department. This was done through the use of research questions, which covered the effects of turnover on training and development, effects of

turnover on performance as well as how remuneration or salary impacts on staff turnover.

A questionnaire was prepared to get responses on issues affecting staff turnover. The responses from the questionnaire showed an indication that staff turnover does impact negatively on performance.

Questions on the effects of staff turnover on individual and departmental performance showed that performance can be affected negatively by turnover.

A question on whether excellent performance is rewarded drew responses that showed that good performance is not fairly rewarded.

A question on whether an employee will leave the department should they get a better paid job was also included in the questionnaires. Most of the respondents indicated that they will resign at that opportunity. This indicates a relationship between salaries and turnover. If well paid, an employee may opt to stay as opposed to leaving the department.

Another salary related question drew responses that indicated that a low salary impacts negatively on performance. Salary has been tested to be a motivator, and the responses show that a low salary does affect performance negatively, and may lead to employees leaving the department.

There was also a question on whether people who are already in the high salary brackets are high performers, which drew many negative responses. Most of the respondents felt that high earning employees are not necessarily high performers.

A question on whether financial performance rewards improves performance was posed to respondents as well. Most of them responded that financial performance rewards improve performance. This suggest that performing employees, if rewarded, can even improve their performance.

Questions on whether the department provides for opportunities for staff development showed that there is a gap in the provision of training in the department. Priority is not given to training and development, which also has a negative impact on performance. The fact that most of the respondents did not receive training in the past 18 months is also an indication of training not being adequately provided in the department. Training is important as it contains learning activities capable of improving individual performance through changes in knowledge, skills and attitudes (Rothwell & Kazanas, 2003:353).

A question on whether employees will leave the department should they not be provided with training also gave evidence that training has an impact on staff turnover. This is so because most of the respondents said in their responses that they will leave if they are not trained.

Quite a significant number of respondents indicated that the department does not have a retention strategy in place. The reason might be that most of respondents are in the lower ranks within the department and might not be taking interest in the different strategies that the department has, which includes the retention strategy.

The other question was about the succession planning in the department in an event an employee has to leave the department. Most of the respondents feel that not much is being done by the department in preparing for succession. Succession planning is important as part of the alignment between leadership development and other systems within the organisation.

Coaching and development plans, as well as feedback, should be fed directly into the succession planning process (Choudhury, 2002:181).

The last question on the questionnaire was whether management tries to retain its staff. The answers indicated that not much is being done. This implied that there are no measures in place for management to use to retain staff. This would contribute to reducing staff turnover.

### **5.3 The research questions answered**

The problem statements states that turnover affects performance negatively, performance of both the department and the individuals within the department. There are different factors which may lead to staff leaving the department, or having intentions to leave. Issues like lack of training and development, unfair implementation of performance rewards and performance management system, slow growth in terms of promotions and career pathing are some of the issues that were raised that have an impact on staff turnover. Williams and Potts (2010) concluded in their study that, whatever the skills level of staff leaving and arriving, there was an anticipation that changes would reduce cohesion within the staff team resulting in a negative impact on outcome.

Research question one asks, does staff turnover impact on performance? The responses from the questionnaire indicated that staff turnover does impact negatively on performance. There was only a few who indicated that they are not affected even when people leave the department. These few who were negative might be those employees residing in the support functions of the department and not in the core.

Also on the performance of individuals in the department, it came out from respondents that good performance is not fairly rewarded. This may lead to employees feeling that their contribution is not appreciated, thus making them take a decision not to go an extra mile. It should also be noted that turnover

does not impact on the organisation only, it also may have a negative impact on the new employees, who may also have ideas and turnover may thus have a cleansing effect on the organisation (Swanepoel, Erasmus, Van Wyk and Schenk, 2003:794). The impact of staff turnover on departmental performance was also tested, the results of which was that many respondents were positively to this question, indicating that staff turnover does affect the departmental performance negatively.

Research question two asks, Will you resign if you could find a better paid job? Lack of competitive salaries can also contribute to the decision to either stay or leave the department. A question on whether an employee will resign should they find a better paid job was asked to respondents. Most of the respondents indicated that they will resign at the opportunity of a better paid job. This indicates a relationship between and that salaries has an influence on turnover. If well paid, an employee will stay.

A low salary also impacts negatively on performance. Salary has been tested to be a motivator, and the responses show that a low salary does affect performance, and may lead to turnover. On the contrary, a question on whether people who are already in the high salary brackets are high performers had many negative responses. Most of the respondents felt that high earning employees are not necessarily high performers.

A question on whether financial performance rewards improves performance. Brewster *et al.* (2000) maintains that performance appraisal can have a positive effect on performance and quality when the system is designed with Total Quality Management in mind. Most of the respondents feel that financial performance rewards improve performance. This suggest that performing employees, if rewarded, can even improve their performance. The department has a Performance Management and Development System in place which ensures that employees performance is moderated and for those who are performing, financial rewards are given.

Question three asks, Does the department offer staff development programmes? Questions on whether the department provides for opportunities for staff development showed that there is a gap in the provision of training in the department. Priority is not given to training, which also has a negative impact on performance. The fact that most of the respondents did not receive training in the past 18 months is also an indication of training not being adequately provided in the department.

A question on whether employees will leave the department should they not be provided with training also gave evidence that training has an impact on staff turnover. This is so because most of the respondents said in their responses that they will leave if they are not trained.

Question four asks, What retention strategies does the department have in place? Quite a significant number of respondents indicated that the department does not have a retention strategy in place. The reason might be that most of respondents are in the lower ranks within the department and might not be taking interest in the different strategies that the department has, which includes the retention strategy.

The other question was about the succession planning in the department in an event an employee has to leave the department. Most of the respondents feel that not much is being done by the department in preparing for succession. All employees should be well capacitated so that, should a person in the higher rank get a promotion, quit or retire, the next person should be able to fit in into that position without a struggle.

In responding to the question on whether management tries to retain its staff, respondents indicated that not much is being done. This implied that there are no measures in place for management to convince employees who are about to leave the department, to decide otherwise. Things like counteroffers can be used as one of the measures of trying to retain staff.

## 5.4 Recommendations

The research provides evidence that staff turnover can have negative impact on the performance of both the employees in the department and that of the department as a whole.

- a) In order for departments to know why their staff is leaving the department, it is important that exit interviews are conducted. This will aid the department to determine what the main reasons for departure are, whether is due to job dissatisfaction or is it just for growth and career advancement of the individual, or is it any other reason. During that interview, management will be able to know what measures they can put in place to retain their staff. Lambert (2003), states that job satisfaction and organisational commitment are powerful attitudes that shape the behavior of employees across all organisational settings. The department must therefore do all what is in their power to ensure that employees are satisfied and committed.
- b) Training and staff development opportunities should be prioritised and provided to all employees within the organisation. Much as there are budget constraints, the little that the department has must be shared equally, so that each staff member can have an opportunity for training. Alternatively, training can be done in-house to cut the costs of acquiring an external trainer, travelling costs as well as accommodation costs. There should be a training policy in place, which covers analyzing of staff-training needs and the extent to which the organisation focuses on promotion.
- c) Remuneration packages for employees in the scarce skills categories or in the specialised skills categories must be revised and be structured in such a way that they are different from those with ordinary skill, those who are easily replaceable.

- d) Internal employees should be fully capacitated so that when opportunity for promotion arises, they can comfortably get the chance at that. When a post becomes vacant within the department, a lower level employee, who is capable and who has the necessary skills and competencies, must be promoted into that post and a lower level one be advertised.
- e) Performance management should be done fairly and be implemented without favour. Deserving employees should be rewarded, and where there are performance gaps, the necessary corrective measures should be implemented. This means that where performance is poor, training should be provided. This should be done at the right time, for example on a quarterly basis and should not wait for the end of the year for implementation. This will enable managers and supervisors to come up with corrective measures at the correct time.
- f) The retention strategy should be fully implemented. Employees should also be made aware of all the strategies in the department. Performance contracts of employees can also have an obligatory clause which will state that an employee should stay for a certain period of time before he/she can decide to leave the department.
- g) Counter offers should also be used especially with the scarce skills because it is difficult to attract employees within those fields. There should however be strict controls in place so as to curb the possibility of employees cheating the system.
- h) Also, there should be incentives put in place for those scarce skills, where employees in the core directorates and for those who possess the knowledge and expertise that is needed by the department are remunerated accordingly, so that the department does not lose these skills to the private sector or to other departments. Dubois *et al.* (2004) states: that recognition and rewards can be an effective means

of rewarding behavior and emphasizing the importance of contribution and performance.

## **5.5 Conclusion**

Chapter Five is a discussion of data as analysed, recommendations and conclusions reached. The responses show that staff turnover can have negative impact on the organisation. It is important that the DPWRT recruit and retain employees that are suitable and that possess the necessary and required qualifications and skills, in order for department to be able to deliver on its mandate. Noting the scarcity of the skills required, it is also important that attractive remuneration packages are put in place so that these employees are retained into the department. It must also be noted that this will not only attract these people into the department, but will also ensure that they stay with the department.

## List of references

Aarons G.A, Sommerfeld D.H, Hecht D.B, Silovsky J. F, Chaffin M.J (2009), The Impact of Evidence-Based Practice Implementation and Fidelity Monitoring on Staff Turnover: Evidence for a Protective Effect.

Aarons G.A, Sawitzky A.C. (2006), Organisational Climate Partially Mediates the Effect of Culture on Work Attitudes and Staff Turnover in Mental Health Services.

Analoui F, (2007). Strategic Human Resource, Thomson Learning, London.

Armstrong, M (2001). A Guide To Action. 2nd ed. Kogan-Page Ltd, London.

Armstrong, M (2006). A handbook of Human Resource Management Practice (10th ed) Kogan-Page Ltd, London.

Barbie E, Mouton J, Voster P, Prozesky B (2004). The Practice of Social Research. Oxford University Press Southern Africa, Cape Town.

Bellou V, (2007), Exploring civic virtue and turnover intention during organisational changes.

Beardwell, I (2001), Human Resource Management: A Contemporary Approach (3rd ed) Pearson Education Limited, London.

Bless, C and Higson-Smith C. (2004). Fundamentals for social research methods: an African perspective (3rd ed) Zebra publications, Cape Town: Juta

Brewster C, Dowling P, Grobler P, Holland P, Warnich S (2000). Contemporary Issues in The Human Resource Management: Gaining a Competitive Advantage.

Bryman A, (2001). Social Research Methods, Oxford University Press, United States.

Bondigas A.L, (2010), What Are the Causes of Voluntary Turnover?

Chang H, Chi N, Miao M (2006) Testing the relationship between three-component Organisational/occupational commitment and organisational/occupational turnover intention using a non-recursive model.

Chartered Institute of Personnel and Development (2006) How engaged are British employees? Survey report. London: CIPD.

Choudhury S, (2002), Management 21C, London, Pearson Education Ltd.

Cranny, C. J., Smith, P. C. & Stone, E. F. (1992). Job satisfaction: How people feel about their jobs and how it affects their performance. Lexington Books: New York.

Davidson, H., Folcarelli, P.H., Crawford, S., Duprat, L.J., Clifford, J.C. 1997. The effects of health care reforms on job satisfaction and voluntary turnover among hospitalbased nurses. Medical Care 35 (6), 634–645.

Decenzo D A, Robbins P (2005). Fundamentals of Human Resource Management, 8th ed , John Wiley & Sons Inc, USA.

Denscombe, M (2003).The Good Research Guide (2nd ed.). Philadelphia. Open University Press.

Denvir A, McMahon F (1992), Labour turnover in London hotels and the cost effectiveness of preventative measures.

De Vos, A.S, Strydom H, Fouche CB, Delport CSL. 2002. Research at grass roots: For the social sciences and human services professions: Pretoria: van Schaick.

Donner, G.J., Wheeler, M.M., 2001. Career planning and development for nurses: the time has come. International Nursing Review 48 (2), 79–85.

DPSA (2006), Managing Staff Retention – An Information Guide for Government Departments

DuBrin A.J, Essentials of management 6e (2003), South-Western , Thomas Learning, Canada.

Dubois D.D, Rothwell J.W., Stern D.J.K, Kemp K.L. (2004), Contemporary-Based Human Resource Management, Carlifornia, Davies-Black Publishing.

Ehlers L.I (2006), Human Resource Management Systems Course Pack North West University. Mmabatho.

Fowler,F.J, (2009). Survey Research Methods (4th ed.). California. SAGE publications Ltd.

Griffeth, R. W., Hom, P.S., & Gaertner, S.(2000). A meta-analysis of antecedents and correlates of employee turnover. Update, moderator tests, and research implications for the next millennium, *Journal of Management*, 26, 463-488.

Hayes L.J, O'Brien-Pallasa L, Duffieldb C, Judith Shamianc, Buchand J, Hughese F, Heather K. Spence Laschingerg, Northf N, Stone P.W (2006), *Nurse turnover: A literature review*.

Jackson, M., Berman N., Huber M, Snetselaar L, Granek I, Boe K, Milas C, M.S., Spivak J, Chlebowski R.T, *Research staff turnover and participant adherence in the Women's Health Initiative*.

Johnson J, (2007). *5 Simple Ways to Improve Staff Retention*

Kennington, G., 1999. A case for a formalized career development policy in orthopaedic nursing. *Journal of Orthopaedic Nursing* 3 (1), 33–38.

Khilji S.E, Xiaoyun Wang X (2007), *New evidence in an old debate: Investigating the relationship between HR satisfaction and turnover*.

Lambert E, Paoline E.A (2010) *Take this job and shove it: An exploratory study of turnover intent among jail staff*.

Lambert E.G, Hogan N.L, Griffin M.L, (2007), *The impact of distributive and procedural justice on correctional staff job stress, job satisfaction, and organisational commitment*.

Lambert E, (2003) *The impact of organisational justice on correctional staff*.

Lee P.C.B (2000) *Turnover of information technology professionals: a contextual model*.

Lee, T.H, Gerhart, B, Weller, I, Trevor, C.O. (2008). *Understanding voluntary turnover: Path specific job satisfaction effects and the importance of unsolicited job offers*. *Academy of Management Journal*, 51 (4), 651.

Mathis, R.L. Jackson J.H. (2004). *Human Resource Management*. Tomson/South-Western

MANCOSA MBA (2006). *Human Resource Management Course Pack*.

McMillian, J. H. Schumacher, S. 2001. Research in education: a conceptual framework: fifth edition: New York: Harper Collins publishers.

Messmer M, (2001). Motivating Employees for Dummies. New York: Wiley Publishing Inc.

Mor Barak M.E, Levin A, Nissly J.A, Lane C.J, Stein-Wood L, and Wood W.S, (2006) Why do they leave? Modeling child welfare workers' turnover intentions

Morrison P.S, Papps K.L, Poot J,(2006), Wages, employment, labour turnover and the accessibility of local labour markets.

Morrison P.S, Papps K.L, Poot J (2006) Wages, employment, labour turnover and the accessibility of local labour markets.

Mouton, J. (2004). How to succeed in your Masters & Doctoral studies. Pretoria: Van Schaik.

Mudor H, Phadett Tooksoon P (2011), Conceptual framework on the relationship between human resource management practices, job satisfaction, and turnover.

Muliawan A.D, Green P.F, Robb D.A (2009), The turnover intentions of information systems auditors.

Noe, R.A., Hollenbeck, J.R., Gerhart, B. & Wright, P.M. (2006) Human Resource Management: Gaining a Competitive Advantage 4th Ed. Boston: Irwin McGraw-Hill.

Ongori H, (2007) A review of the literature on employee turnover.

Phillips, J.D. (1990) The price tag on turnover. Personnel Journal. Vol 69, No 12, December. pp58-61.

Phillips DJ (1990). "The price tag on turnover"

Public Finance Management Act, No 1 of 1999, as amended by Public Finance Management Amendment Act No. 29 of 1999.

Punch,K.F.(2006).Developing Effective Research Proposals (2nd ed.).London. SAGE publications Ltd

Reilley P., Williams T., (2003). How To Get the Best Value From HR: The Shared Service Option. Gower Publishing Ltd. England

Rose, E. 2001. Employment relations: continuity and change: policies and practices: Harlow: Financial Times: Printices Hall.

Rothwell W.J., Kazanas H.C (2003). Planning and Managing Human Resources (2<sup>nd</sup> ed.). Massachusetts, Human Resource Development Press Inc.

Senter J.L, James E. Martin J.E (2007) Factors affecting the turnover of different groups of part-time workers.

Strauss A, Corbin J. (1988). Basics of Qualitative Research: Techniques and Procedures for Developing Grounded Theory (2<sup>nd</sup> ed). California. Sage Publications Inc.

Sullivan J (Dr) (2009) Not All Employee Turnover Is Bad — Celebrate “Losing the Losers”.

Swanepoel B, Erasmus B, Van Wyk M, Schenk H (2003), South African Human Resource Management Theory and Practice.

Sutherland J, Canwell D.(1997) Organisation Structures and Processes.

Thomas T, (2009), Voluntary Turnover: Why it exists and What It Costs.

Treasury Regulations for departments, constitutional institutions and public entities Issued in terms of the Public Finance Management Act, 1999

Ton Z, Huckman R.S (2008), Managing the Impact of Employee Turnover on Performance: The Role of Process Conformance.

Walliman, N (2005). Your research project (2<sup>nd</sup> ed.). Los Angeles. SAGE publications Ltd.

Westerman J. M, Yamamura J.H (2006), Generational preferences for work environment fit: effects on employee outcomes.

Williams A.C. de C., Potts H.W.W (2010), Group membership and staff turnover affect outcomes in group CBT for persistent pain.

Wimbush C. J. (2006), Spotlight on Human Resource Management.

FOR OFFICE USE ONLY: Respondent Code: \_\_\_\_\_

**VOLUNTARY QUESTIONNAIRE**

**“The effects of staff turnover.”**

Graduate School NWU

University of North West

Researcher K. Phatudi (Student)

Supervisor: Prof S Lubbe

**Note to the respondent**

- We need your help to understand the effects of staff turnover in the Department of Public Works, Roads and Transport
- Although we would like you to help us, you do not have to take part in this survey.
- If you do not want to take part, just hand in the blank questionnaire at the end of the survey session.
- What you say in this questionnaire will remain private and confidential. No one will be able to tGender your opinions back to you as a person.

The questionnaire has three parts:

Part 1 asks permission to use your responses for academic research.

Part 2 asks general personal particulars like your age, gender, salary level and the component you are attached to

Part 3 ask about staff turnover

**How to complete the questionnaire**

1. Please answer the questions as truthfully as you can. Also, please be sure to read and follow the directions for each part. If you do not follow the directions, it will make it harder for us to do our project..

2. We are only asking you about things that you and your fellow researchers should feel comfortable telling us about. If you don't feel comfortable answering a question, you can indicate that you do not want to answer it. For those questions that you do answer, your responses will be kept confidential.
3. You can mark each response by making a tick or a cross, or encircling each appropriate response with a PEN (not a pencil), or by filling in the required words or numbers.

*Thank you very much for filling in this questionnaire.*

**Part 1: Permission to use my responses for academic research**

**I hereby give permission that my responses may be used for research purposes provided that my identity is not revealed in the published records of the research.**

Initials and surname \_\_\_\_\_ Postal address:

\_\_\_\_\_

\_\_\_\_\_ Postal code:

\_\_\_\_\_

Contact numbers: Home: \_\_\_\_\_ Cell: \_\_\_\_\_

	<p style="text-align: center;"><b>PART 2: PERSONAL DETAILS</b></p> <p style="text-align: center;"><i>Please tell us a little about yourself</i></p> <p>Please mark only <b>ONE</b> option per question (the most appropriate or regular) below.</p>	10.	<p>I have attended staff development programmes in the past 18 months:</p> <p><input type="checkbox"/> Strongly agree</p> <p><input type="checkbox"/> Agree</p> <p><input type="checkbox"/> Disagree</p> <p><input type="checkbox"/> Strongly disagree</p>
1.	<p>I am:</p> <p><input type="checkbox"/> African</p> <p><input type="checkbox"/> Coloured</p> <p><input type="checkbox"/> Indian</p> <p><input type="checkbox"/> White</p> <p><input type="checkbox"/> Other</p>	11.	<p><i>I will resign due to a lack of staff development programmes</i></p> <p><input type="checkbox"/> Strongly agree</p> <p><input type="checkbox"/> Agree</p> <p><input type="checkbox"/> Disagree</p> <p><input type="checkbox"/> Strongly disagree</p>
2.	<p>I am:</p> <p><input type="checkbox"/> Male</p> <p><input type="checkbox"/> Female</p>	12	<p>A low salary affects performance negatively</p> <p><input type="checkbox"/> Strongly agree</p> <p><input type="checkbox"/> Agree</p> <p><input type="checkbox"/> Disagree</p> <p><input type="checkbox"/> Strongly disagree</p>
3.	<p>I am on salary level:</p> <p><input type="checkbox"/> 13 - 16</p>	13.	<p>High performers are the ones who are</p>

	<input type="checkbox"/> 11 - 12 <input type="checkbox"/> 9 - 10 <input type="checkbox"/> 8 - 7 <input type="checkbox"/> 3 - 6 <input type="checkbox"/> I do not want to answer this question		in the high salary bracket  <input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly disagree
4.	I am attached to the component: <input type="checkbox"/> Public Works <input type="checkbox"/> Expended Public Works Programme <input type="checkbox"/> Transportation <input type="checkbox"/> Roads <input type="checkbox"/> Administration	14.	Financial performance incentives improves performance  <input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly disagree
5	<b>PART 3: QUESTIONS ON THE EFFECTS OF STAFF TURNOVER</b>  Please mark only <b>ONE</b> option per question (the most appropriate or regular) below.  To what extent does staff turnover impact on your performance?  <input type="checkbox"/> Large extent	15	I will resign if I could find a better paid job  <input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly disagree

	<input type="checkbox"/> Limited extent <input type="checkbox"/> Average <input type="checkbox"/> No extent		
6	<p>Please mark only <b>ONE option</b> per question (the most appropriate or regular) below.</p> <p>Staff turnover impacts negatively on my performance</p> <input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly disagree	16	<p>Does the department have any of the following retention strategies in place</p> <p>Staff development                      Yes  No  Competitive salaries                      <input type="checkbox"/> Yes  <input type="checkbox"/> No  Opportunities for growth                      <input type="checkbox"/> Yes  <input type="checkbox"/> No  Performance rewards                      <input type="checkbox"/> Yes  <input type="checkbox"/> No  Recognition for high performer                      <input type="checkbox"/> Yes  <input type="checkbox"/> No</p>
7	<p>Staff turnover impacts negatively on departmental performance</p> <input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly disagree	17	<p>To what extent does the department make provision for succession in the event of a promotional vacancy?</p> <input type="checkbox"/> Large extent <input type="checkbox"/> Limited extent <input type="checkbox"/> Average

			<input type="checkbox"/> No extent
8	<p>"Excellent performance is rewarded"</p> <p><input type="checkbox"/> Strongly agree</p> <p><input type="checkbox"/> Agree</p> <p><input type="checkbox"/> Disagree</p> <p><input type="checkbox"/> Strongly disagree</p>	18	<p>Management tries hard to retain staff</p> <p><input type="checkbox"/> Strongly agree</p> <p><input type="checkbox"/> Agree</p> <p><input type="checkbox"/> Disagree</p> <p><input type="checkbox"/> Strongly disagree</p>
9	<p><i>The department adequately provides for opportunities of staff development</i></p> <p><input type="checkbox"/> Strongly agree</p> <p><input type="checkbox"/> Agree</p> <p><input type="checkbox"/> Disagree</p> <p><input type="checkbox"/> Strongly disagree</p>		