

# Exploring factors affecting talent retention in a selected State Owned Enterprise: North West Province



**PN Kwaeng**

Student number: 26870827

[orcid.org/0000-0002-7331-3708](https://orcid.org/0000-0002-7331-3708)

Dissertation submitted in fulfillment of the requirements for the  
degree Masters in Business Administration at the Mafikeng  
Campus of the North-West University

Supervisor: Prof Nicolene Barkhuizen

Co-supervisor: Prof Yvonne du Plessis

Graduation October 2017





## ACKNOWLEDGEMENTS

I would like to express my sincere appreciation and recognitions to all the individuals who gave of their time and support while I was pursuing the endeavour of my studies. In particular, I would like express thanks to the following people:

- To all the participants who took an interest in my academic research and so freely gave their time to reply to my questionnaires, I honestly apologise for the constant email reminders sent to please complete the questionnaire.
- To my supervisors, Prof Nicolene Barkhuizen and Yvonne du Plessis, for their leadership, inspiration, and endurance, and for directing me through the good and the difficult times, also to help get my statistical results – I am truly thankful.
- To my employer, Eskom Distribution, North West Province, for permitting me to conduct my questionnaires.
- And, finally, to family — your continuous support and inspiration was helpful in succeeding to where I am. Your committed confidence in what I can do and drive to get there was a real help in the long hours behind the computer.

### Declaration Regarding Plagiarism

I (full names & surname):	Petrus Neo Kwaeng
Student number:	26850827

**Declare the following:**

1. I understand what plagiarism entails and am aware of the university's policy in this regard.
2. I declare that "Exploring factors affecting talent retention in a selected SOE: North-West Province" is my own, original work. Where someone else's work was used (whether from a printed source, the Internet or any other source), due acknowledgement was given and reference was made according to departmental requirements.
3. I did not copy and paste any information directly from an electronic source (e.g., a web page, electronic journal article or CD ROM) into this document.
4. I did not make use of another student's previous work and submitted it as my own.
5. I did not allow and will not allow anyone to copy my work with the intention of presenting it as his/her own work.



Signature

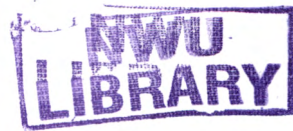
07 December 2016

Date

## Table of Contents

<b>CHAPTER 1: INTRODUCTION .....</b>	<b>1</b>
1.1 Background .....	2
1.2 Problem statement and core research question .....	2
1.3 Importance of the Study .....	3
1.4 Importance and benefits of the proposed study .....	4
1.5 Delimitations and Assumptions .....	4
1.6 Abbreviations .....	5
<b>CHAPTER 2: LITERATURE REVIEW .....</b>	<b>6</b>
2.1 Introduction .....	6
2.2 Employee turnover .....	6
2.3 Categories of employee turnover .....	6
2.4 Causal Model of Turnover .....	7
2.4.1. Job satisfaction .....	8
2.4.2 Organisational commitment.....	8
2.4.3 Remuneration .....	9
2.4.4 Relationship with supervisor or manager.....	9
2.5 Lambert’s Causal Model .....	10
2.6 Price and Meuller Model .....	12
2.7 Mobley’s Model of turnover .....	13
2.8 Theory/Literature integrations .....	14
2.8.1 Job satisfaction .....	14
2.8.2 Organisational commitment.....	17

<b>2.9 Conclusion</b>	<b>23</b>
<b>CHAPTER 3: RESEARCH DESIGN AND METHODS</b>	<b>24</b>
<b>3.1 Introduction</b>	<b>24</b>
<b>3.2 Research strategy</b>	<b>24</b>
<b>3.3 Sample</b>	<b>24</b>
<b>3.4 Data collecting</b>	<b>25</b>
<b>3.5 Data examination</b>	<b>25</b>
<b>3.6 Rigour and quality of the study</b>	<b>26</b>
3.6.1 Reliability	26
3.6.2 Validity	27
3.6.3 Rigour	27
3.6.4 Researcher bias	27
3.6.5 Investigation ethics	27
<b>CHAPTER 4: RESULTS</b>	<b>28</b>
<b>4.1 Introduction</b>	<b>28</b>
<b>4.2 Category 1: Biographical information</b>	<b>28</b>
4.2.1 Age	28
4.2.2 Gender	29
4.2.3 Race	30
4.2.4 Position (Task Grade)	31
4.2.5 Tenure	32
4.2.6 Department	32
4.2.7 Geographical Areas	33



4.2.8 Education .....	34
<b>4.3 Category 2: Outcomes relating to the tools</b>	<b>35</b>
4.3.1 Introduction .....	35
4.3.2 Results: Remuneration and Recognition Measure.....	35
4.3.3 Kaiser-Meyer-Olkin test and Bartlett's Test of Sphericity .....	35
4.3.4 Factor analysis .....	36
4.3.5 Reliability and Descriptive Statistics of <i>Remuneration and Recognition</i> .....	37
4.3.6 Summary of results .....	38
<b>4.4. Results: Management support</b>	<b>38</b>
4.4.1 Sample adequacy and Sphericity .....	39
4.4.2 Factor analysis .....	39
4.4.3 Reliability and Descriptive Statistics of <i>Management support</i> .....	40
4.4.4 Summary of results .....	41
<b>4.5 Results: Satisfaction with organisational practices</b>	<b>41</b>
4.5.1 Sample adequacy and Sphericity .....	42
4.5.2 Factor analysis .....	42
4.5.3 Reliability and Descriptive Statistics of satisfaction with organisational practices .....	43
4.5.4 Summary of results .....	44
<b>4.6 Results: Intention to leave the organisation</b>	<b>45</b>
4.6.1 Sample adequacy and Sphericity .....	45
4.6.2 Factor analysis .....	46
4.6.3 Reliability and Descriptive Statistics of satisfaction with organisational practices. ....	46
4.6.4 Summary of results .....	47

<b>4.7 Category 3: Hypothesis testing</b>	<b>47</b>
4.7.1 Hypothesis 1 .....	48
4.7.2 Hypothesis 2 .....	48
4.7.3 Hypothesis 3 .....	49
4.7.4 Hypothesis 4 .....	50
4.7.5 Hypothesis 5 .....	51
4.7.6 Hypothesis 6 .....	52
4.7.7 Hypothesis 7 .....	52
4.7.8 Summary of results .....	54
<b>4.8 Conclusion</b>	<b>57</b>
<b>CHAPTER 5: DISCUSSION OF FINDINGS.....</b>	<b>58</b>
<b>5.1 Introduction</b>	<b>58</b>
<b>5.2 Hypothesis 1: Remuneration would be positively related to satisfaction with organisational practices</b>	<b>58</b>
<b>5.3 Hypothesis 2: Recognition would be positively related to satisfaction with organisational practices</b>	<b>59</b>
<b>5.4 Hypothesis 3: Management support would be positively related to satisfaction with organisational practices</b>	<b>59</b>
<b>5.5 Hypothesis 4: Remuneration would be negatively related to intention to quit</b>	<b>60</b>
<b>5.6 Hypothesis 5: Recognition would be negatively related to intention to quit</b>	<b>60</b>
<b>5.7 Hypothesis 6: Management support would be negatively related to intention to quit</b>	<b>61</b>
<b>5.8 Hypothesis 7: Satisfaction with organisational practices would be negatively related to intention to quit</b>	<b>61</b>
<b>5.9 Conclusion</b>	<b>62</b>

<b>CHAPTER 6: CONCLUSION AND RECOMMENDATIONS .....</b>	<b>63</b>
<b>6.1 Introduction</b>	<b>63</b>
<b>6.2 Purpose of the study</b>	<b>63</b>
<b>6.3 Research Objectives</b>	<b>63</b>
<b>6.4 Conclusions made from the results</b>	<b>64</b>
<b>6.5 Limitation</b>	<b>66</b>
<b>6.6 Recommendations for future research</b>	<b>66</b>
<b>6.7 Implications for management</b>	<b>66</b>
<b>7. LIST OF REFERENCE .....</b>	<b>68</b>
<b>APPENDICES.....</b>	<b>76</b>
<b>APPENDIX A-Data Collection Instrument</b>	<b>76</b>
<b>APPENDIX B-Informed Consent Form</b>	<b>82</b>
<b>APPENDIX C-Language editing certificate</b>	<b>84</b>

**LIST OF FIGURES**

Figure 2-1: Causal Model of Turnover (Price, 2001) ..... 7

Figure 2-2: Lambert’s Causal Model (Lambert, 2001) ..... 10

Figure 2-3: Price and Mueller turnover intent, 1981 ..... 12

Figure 2-4: Mobley’s Model of turnover Model (1979) ..... 13

Figure 2-5: How job dissatisfaction leads to turnover (White, 2001) ..... 16

Figure 4-1 Age.. ..... 29

Figure 4-2 Gender ..... 29

Figure 4-3: Race ..... 30

Figure 4-4: Position (Task Grade) ..... 31

Figure 4-5: Tenure..... 32

Figure 4-6: Departments ..... 33

Figure 4-7: Geographical areas..... 34

Figure 4-8: Education ..... 35

Figure 4-9: The Correlation Coefficients according to the Hypotheses ..... 56



## **LIST OF TABLES**

Table 1-1: Abbreviations used in this document.....	5
Table 4-1: Age.....	28
Table 4-2: Gender .....	29
Table 4-3: Race.....	30
Table 4-4: Position (Task Grade) .....	31
Table 4-5: Tenure.....	32
Table 4-6: Departments.....	33
Table 4-7: Geographical areas.....	33
Table 4-8: Education .....	34
Table 4-9: KMO and Bartlett's Test .....	36
Table 4-10: Variance for <i>Remuneration and recognition</i> .....	36
Table 4-11: Rotation Method: Varimax with Kaiser Normalization. ....	37
Table 4-12: <i>Remuneration</i> : Reliability .....	37
Table 4-13: <i>Recognition</i> : Reliability .....	37
Table 4-14: Descriptive statistics of <i>Remuneration and Recognition</i> .....	38
Table 4-15: KMO and Bartlett's Test .....	39
Table 4-16: Variance for <i>Management support</i> .....	40
Table 4-17: Extraction Method: Principal Component Analysis.....	40
Table 4-18: <i>Management support</i> : Reliability .....	40
Table 4-19: Descriptive statistics of <i>Management support</i> .....	41



## **Abstract**

### **Background and Aim:**

Literature regarding the causes of staff turnover was integrated in to a comprehensive model that could predict turnover intentions. The proposed study will examine the impact of job satisfaction, organisational practices, recognition, management support, and remuneration on the turnover intent of staff at Eskom Distribution North-West Province. Investigating the causes of voluntary employee turnover will inform a pro-active strategy for Eskom to remedy the problem of staff retention, in order to improve productivity and lower the costs of recruitment and training. The results of this study provide insight into the relationships among job satisfaction, organisational practices, recognition, management support, salary and benefits, and intention to quit. The model could be used to manage employer/employee relations in the workplace. The small deviations found between the model and the empirical data are explained, together with recommendations for application of the model in the workplace.

### **Method:**

The present study is a quantitative in nature; this model was tested on a sample of 426 Eskom Distribution Division (North-West province) employees. The measurement of the following categories; *Remuneration scale*, *Management support scale*, *Satisfaction with organisational practices scale*, and *Intention to quit scale* are administered. Exploratory Factor Analysis, Reliability Analyses, Descriptive Analyses and Regression Analysis were applied

## **Results:**

Significant relationships exist between the following variables:

- Remuneration would be positively related to Satisfaction with organisational practices;
- Recognition would be positively related to Satisfaction with organisational practices;
- Management support would be positively related to Satisfaction with organisational practices;
- Remuneration would be negatively related to Intention to quit;
- Recognition would be negatively related to Intention to quit;
- Management support would be negatively related to Intention to quit; and
- Satisfaction with organisational practices would be negatively related to Intention to quit.

**Keywords:** job satisfaction, organisational practices, recognition, management support, remuneration, and intention to quit

## CHAPTER 1: INTRODUCTION

A major challenge faced by most companies in the 21<sup>st</sup> century is to attract and retain talented staff in order to attain a competitive advantage. Voluntary staff turnover has become a test as it adversely affects all retention and recruitment strategies. Hence, it has become unique vital aspects to be carefully considered, in retaining and attracting talented employees, in order to achieve the much preferred success of company

Talent administration has improved, both in South Africa and globally. It was initiated by the requirement for succession planning to safeguard company survival. Administration of talent includes planning to retain gifted individuals in vital positions, in order to preserve core, critical, and scarce skills (Lewis and Heckman, 2006).

An effective talent management strategy has therefore become vital to organisations in attaining organisational mandate and purpose (Lewis and Heckman, 2006). Simply reassigning staff to key positions to effect affirmative action and transformation is inadequate. A strategy is required to develop a talent base to ensure that there is sufficient talent in the pipeline at any time, to ensure a company's competitiveness. Therefore, talent supervision in an organisation must be considered a strategic priority (Bergeron, 2004).

Voluntary turnover of employees is expensive and disruptive. Turnover intent is the best predictor of voluntary turnover (Price, 2001).

## 1.1 Background

Eskom is a vertically integrated value-chain operation that generates, transmits, and distributes electricity in South Africa. The organisation generates approximately 95% of the electricity used in country (Eskom, 2015). "Eskom is regulated in terms of licences granted by the National Electricity Regulator (NER) in terms of the Electricity Act 41 of 1987, and the National Regulator in terms of the National Nuclear Regulatory Act 47 of 1999" (Eskom, 2015).

Eskom's affiliates manage several businesses in Africa, with its head office located in Johannesburg, South Africa. Electricity is distributed to commercial, agricultural, mining, industrial, and residential customers locally, redistributors (municipalities), and to international customers in Southern Africa.

The South African newspaper *Business Report* (26 November, 2006) reported that Eskom was facing financial challenges. To deal with the problem, offered its staff voluntary retrenchment, for which employees could apply before the end of February 2015. This affected the employees' morale, and they wanted to leave the organisation. These events have led to the current problem of employees applying for jobs with other organisations, due to uncertainty regarding the current state of Eskom's affairs.

## 1.2 Problem statement and core research question

The proposed study will examine the impact of job satisfaction, organisational practices, recognition, management support, and remuneration on the turnover intent of staff at Eskom Distribution North-West Province.

The total staff complement at Eskom Distribution (North-West Province) for the period 01 April 2014 to 31 March 2015 was 1 354. The reasons and number of staff turnover were as follows:

- Early retirement (voluntary separation packages) without penalties — 10 employees;
- Early retirement (voluntary separation packages) with penalties — 1 employee; and
- Employees that applied for voluntary separations packages but their applications were declined is 23, because Eskom wanted to ensure core critical and scarce skills were not lost.
- Resignation — 14 employees.

The main research questions of the proposed study are:

1. What factors are affecting talent retention in South African state-owned enterprises?
2. What factors encourage an employee to leave an organisation?

### 1.3 Importance of the Study

The goals of the proposed research are to determine the factors affecting the retention of staff by investigating the following determinants:

- Remuneration is positively related to satisfaction with organisational practices;
- Recognition is positively related to satisfaction with organisational practices;
- Management support is positively related to satisfaction with organisational practices;
- Remuneration is negatively related to intention to quit;
- Recognition is negatively related to intention to quit;
- Management support is negatively related to intention to quit; and
- Satisfaction with organisational practices is negatively linked to intention to quit.

An understanding of the reasons for voluntary turnover will enable companies' management to devise retention strategies, which will, in turn, increase productivity. Companies are able to formulate strategies and policies to retain their talented employees if they understand the root causes of voluntary staff turnover.

#### 1.4 Importance and benefits of the proposed study

A company failing to retain experienced, skilled employees leads to a diminished capability to perform essential tasks. Investigating the causes of voluntary employee turnover will inform a pro-active strategy for Eskom to remedy the problem of staff retention, in order to improve productivity and lower the costs of recruitment and training.

Baslam, Gifford, and Kim (2007), Price (2001), Lommel (2004), Lambert (2006), and Samad (2006) conducted studies in a Western organisational framework, in which some of the outcomes are including organisations in South Africa, on reasons why employees resign

Motivation for studying staff turnover at Eskom is based on the following:

- The extreme voluntary staff turnover at Eskom is expensive, and directly impacts the country's economy.
- Eskom has embarking on projects of national importance (Medupe and Kusile power stations) requiring skilled and experienced staff, of which there is a shortage in South Africa.

#### 1.5 Delimitations and Assumptions

Eskom, a South African state-owned enterprise (SOE), consists of three major divisions, namely Generation, Transmission, and Distribution.

This research will be limited to the Distribution Division. This division has nine provincial distributors, one for and located within each of South Africa's provinces. The proposed research will be conducted at the provincial distributor in North-West Province, which encompasses the following district municipalities: Bojanala Platinum, Dr Kenneth Kaunda, Dr Ruth Segomotsi Mompati, and Ngaka Moridi Molema. The study will investigate the problem of talent retention in this division.

## 1.6 Abbreviations

Table 1-1: Abbreviations used in this document

<b>Abbreviation</b>	<b>Meaning</b>
EDI	electricity distribution industry
SOE	state-owned enterprise

## CHAPTER 2: LITERATURE REVIEW

### 2.1 Introduction

The literature review will focus on a visual model of the relationship between the impact of job satisfaction, organisational practices, recognition, management support, and remuneration on the turnover intent. From this model the different relationships between all the concepts in the study will be discussed. Additional to this it will also discuss how these concepts interact with each other. After the relationship and interaction of the concepts have been discussed the literature review will focus on the research propositions of the study. Finally the literature review will conclude with a summary of the different aspects discussed and how they are related to each other within the relationship between the impact of job satisfaction, organisational practices, recognition, management support, and remuneration on the turnover intent of staff at Eskom Distribution North-West Province.

### 2.2 Employee turnover

Turnover is the measure of employees' movement across the boundaries of a company; the focus is on employees resigning, rather than new employees appointed by the company (Price, 2001). The reasons for turnover must be understood in retrospect, before adapting corporate strategy to avoid its harmful effects (Flint, Haley, and McNally, 2013).

### 2.3 Categories of employee turnover

There are two categories of turnover: voluntary (quits) and involuntary (layoffs) Harhara, Singh, and Hussain (2015), they can further be categorized as two types of employee turnover as voluntary and involuntary. Voluntary turnover occurs when the employee initiates the termination of the employment. Companies initiate involuntary to terminate the employment of employees who transgress company policies, perform poorly, or participate in unprotected activities (Frank, Finnegan, and Taylor, 2004).

To substantiate the above statement according to Harhara, Singh and Hussain (2015), employee turnover can be categorized into voluntary and involuntary turnover. Voluntary turnover occurs when employees resolve to stop working with their company and resign, whereas involuntary turnover refers to company choosing to dismiss employees. Turnover can also be categorised as dysfunctional (where organizations fail to retain high-performing employees) or functional (where organisations layoff under-performers) (Harhara, Singh, and Hussain, 2015).

2.4 Causal Model of Turnover

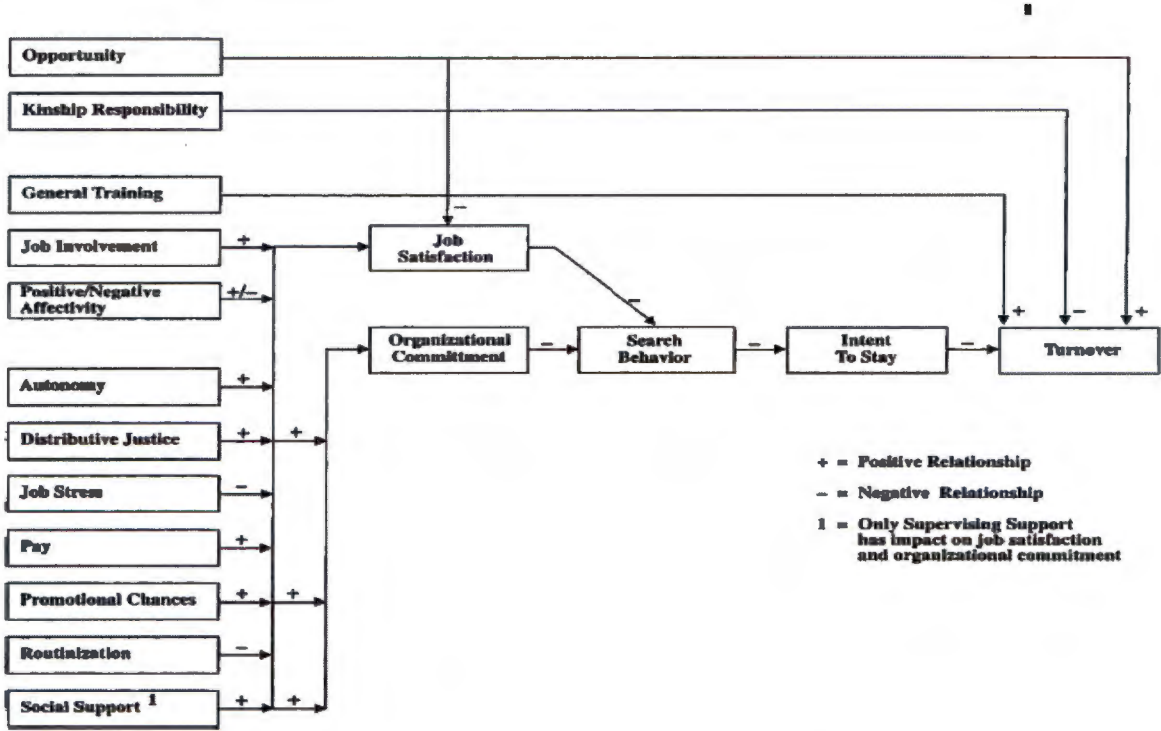


Figure 2-1: Causal Model of Turnover (Price, 2001)

According to Price's (2001) the Causal Model of Turnover, 12 factors have a relationship with Turnover: Opportunity, Kinship responsibility, General training, Job involvement, Positive/negative affectivity, Autonomy, Distributive justice, Job stress, Pay, Promotional chances, Routinization, and Social support. Job satisfaction intervenes in the relationship between the factors and Turnover. According to the above model an alternative job opportunity has a direct effect on employee turnover.

Six factors have an indirect impact with *Turnover* through *Job satisfaction*. According to Price (2001), the routineness of daily outputs (*Routinization*) reduces job satisfaction, whereas participation in job-related decisions, being knowledgeable about profession-related problems, having close networks employed by the same company, and being afforded chances of promotion and fair remuneration increase job satisfaction. As job satisfaction increases, individuals indicate a greater intent to stay with the company. Two factors, *Organisational commitment* and *Job satisfaction*, have an indirect effect on *Turnover* through *Intent to stay* (Price, 2001).

Demographic variable, e.g., gender, age, and tenure have been omitted from the model, as their effect on turnover is not shown.

#### 2.4.1. Job satisfaction

*Job satisfaction* is defined as the level of fulfilment an individual gets from his or her job. It is impacted by the employee's perceptions of the work environment, of one's occupation and can be subjective to a variability of elements, for instance, the relationship with employees' manager, and the individual's sense of achievement. Job dissatisfaction is a major cause of absenteeism (Robbins and Decenzo, 2001).

Negative and positive affectivity influence career satisfaction by means of discriminatory observation. An employee with a high positive affectivity may choose to see the constructive aspects of a job, thereby enhancing his or her job satisfaction. Such an employee may also observe unclear motivations in a positive way, thus increasing his or her job satisfaction (Price, 2001)

#### 2.4.2 Organisational commitment

Organisational commitment is defined as an attitude toward an organisation dependent on exchange. Organizational commitment is conditional observations of an exchange connection between individuals and companies. The notion of organisational commitment denotes the nature of the relationship of the employee to the organisation as a whole (Flint, Haley and McNally, 2013).

Organisational commitment manifests in employees associating themselves with a company and its objectives, and desire to preserve this affiliation, in order to assist in attainment of the objectives and purpose of the company. Such employees will sacrifice another opportunities in their careers in order to remain with an organisation (Flint, Haley, and McNally, 2013).

#### 2.4.3 Remuneration

According to Price (2001), remuneration is the reward by employers for services rendered by employees. Khatri and Fern (2001) posit that remuneration is one of the most critical factors influencing employee turnover. They further argue that this is particularly true for the younger generation, as they are very money-oriented, and, as a result, will change employment for a small increase.

According to Price (2001) when workers receive adequate remuneration, they will be committed to the organisation and display high levels of job satisfaction. This leads to lower turnover intent.

#### 2.4.4 Relationship with supervisor or manager

The main cause of turnover is the employee's relationship with his or her supervisor. This relationship is influenced by factors such as a lack of communication and trust, valid and appropriate feedback, fair treatment, and appreciation (Price, 2001).

Price (2001) affirms that employees leave supervisors, not organisations, therefore ample company resources has been wasted at the challenge of retaining talented employees in the form of compensation and better training when at the end; turnover is mostly a supervisor problem. According to Hall (2005) a worker's major necessity has less to do with remuneration, and more to do with the manner, in which he or she is preserved and respected and generally rest on the direct supervisor. According to Hall (2005) all the imaginable exploitations, workers see public humiliation the greatest unbearable pain. When the first event happens, a worker might let it go, the minute the second event happens, that thought to resign will be reinforced; after the third time, the worker would start searching for another employment.

## 2.5 Lambert's Causal Model

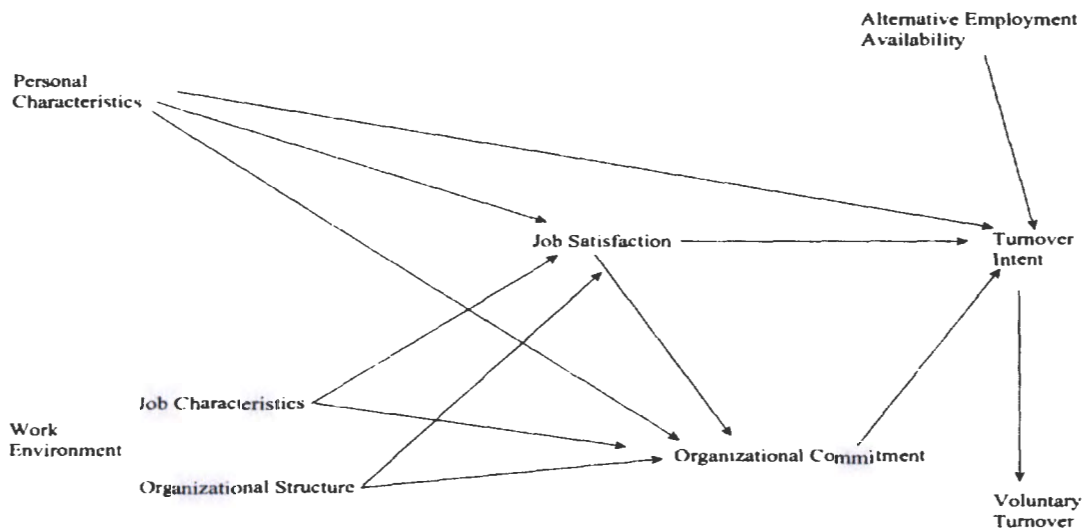


Figure 2-2: Lambert's Causal Model (Lambert, 2001)

The six overall determinants assumed to impact the causal process of voluntary turnover contains job satisfaction, organisational commitment, turnover intention, alternative employment opportunities, employee characteristics and work environment forces (Lambert, 2001). As presented in Figure 2-2, turnover intention has a constructive result on voluntary turnover and will be the most direct variable before the departure from the employment. Additionally, turnover intention is connecting determinant with respect to all other determinants in the model.

The accessibility of other work opportunities applies a direct and constructive influence on employee turnover intent. Employees are sensible when making important resolutions, including resigning from an employment (Lambert, 2001). Consequently, it is disputed that most workers will not resign from their present employment, without a rational possibility of finding a new appropriate job. Commitment and Job satisfaction to the company are the subsequent two determinants assumed to form the turnover process.

Job satisfaction has a direct influence on turnover intent and contends that the response to something which is fulfilling is to grip it, while the reaction to something that is displeasing is to let go from it (Lambert, 2001). Additionally, organisational commitment will influence turnover intent destructively (Lambert, 2001). According to Lambert (2001), employees with little commitment will be unmotivated to continue with their employment. Employees with greater degree of commitment will experience tougher connections and will want to continue associated with their company.

The general working atmosphere indirectly impact voluntary turnover between employee through organisational commitment and job satisfaction. This atmosphere includes, environment in which the worker execute his or her daily outputs. According to Lambert (2001), environment can be split into two classifications: job characteristics and organisational structure. Job characteristics relate directly to the work a specific employee execute (Lambert, 2001), examples encompass employment stress, employment variety, skill variety, role ambiguity, role conflict, role clarity, task importance, job uniqueness, knowledge and skills. The second organisational structure relate to how a company functions and manages itself, though such a structure is encompassed of several influences, the main methods these structure are communication tools, centralisation, integration, organisational appreciation, distributive justice, procedural justice, control complexity, benefit for work, formalisation and transparent equality in promotion chances (Lambert, 2001)

Personal characteristics comprise of demographics example age, gender, ethnicity, race, and, current life condition examples married, number of children, religion, tenure and, a person's background examples education, place and type of childhood. Personal characteristics stimulus the way in which a person observes and responds to his or her surroundings. Education status is anticipated to have a direct, opposite influence on employee job satisfaction. The destructive relationship is centrecl on the concept that well educated workers have superior career prospects. Lambert (2001), as years of experiences increases, organisational commitment increases to reveal the improved investment made in the company since such workers have too much to lose by resigning.

## 2.6 Price and Meuller Model

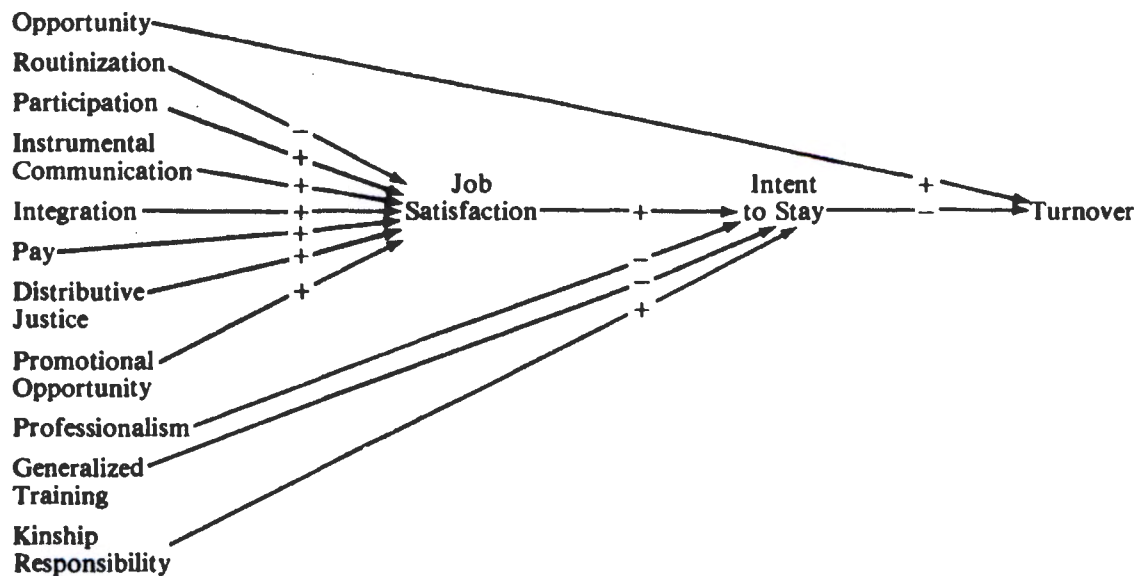


Figure 2-3: Price and Meuller turnover intent, 1981

The model has eleven (11) factors creating difference in turnover: opportunity, routinisation, participation, instrumental communication, integration, pay, distributive justice, promotional opportunity, professionalism, general training and kinship responsibility (Price and Meuller, 1981). Job satisfaction and intent to stay were verified to mediate between turnover and determinants. The framework alternative employment opportunity has a direct effect on employee turnover.

Six factors apply a direct influence on turnover through job satisfaction. Repeating daily outputs reduces job satisfaction, although contributing in job related decisions, having close networks working for the same company, being knowledgeable about profession related problems, being fairly remunerated and being afforded an opportunity to be promoted increase such satisfaction (Price, 1981). Job satisfaction raises the person's moral for a better intent to remain with the company. Two factors (training and professionalism) have an indirect effect on turnover through intent to remain.

Demographic factors, example such as length of service, gender and age have been omitted from the model because they do not stipulate the means, where they create variations in turnover intent. Age does not show how being younger or elder produces higher level of turnover. Younger employees has the highest levels of turnover compared to elder employees because younger employees usually execute the most repetitive work, contribute less in decision making, are less compensated and have lack of experience about employments (Price and Meuller, 1981). In closing, it is not age that creates deviations in turnover but other factors that are connected to age.

2.7 Mobley’s Model of turnover



Figure 2-4: Mobley’s Model of turnover Model (1979)

Mobley’s model turnover results signify a sequence of deep-rooted connections with other determinants. The framework assumed the next relations: Years of experience and age would lead to both apparent alternative job opportunities; and job dissatisfaction; job dissatisfaction would lead to thinking about resigning, subsequently intent to quit and perceived alternatives employment would lead to high turnover .

## 2.8 Theory/Literature integrations

Employees quit for many reasons. In some cases, it can be associated to the attraction of a new employment or the prospect outside the organisation which pulls them. On other cases they are forced by the displeasure in their present employments, to pursue alternative employment. Sometimes it is a combination of both action and reaction factors. The other motives for resigning are totally clarified by domestic conditions outside the control of any employer, as is the circumstance when employee relocates with their partner or spouse. According to Baslam, Gifford and Kim, 2007 and Price, 2001; recommends that push influences are vital reason, more important in many resignations than most supervisors accept. According to Khatri and Fern, 2001, it is quite scarce for employees to resign in occupations which they are happy, even when presented with higher wage somewhere else, employees' shows a preference for loyalty. The above stated, shows the significance of direct managers and how their behaviour correlates directly to the levels of motivation, satisfaction and commitment testified by workers. A poor relationship with a direct supervisor may be a significant motive for employee resigning from the company.

### 2.8.1 Job satisfaction

Organisational commitment and job satisfaction are the next two determinants acknowledged to outline the turnover process. These are the two significant theories in understanding employee behaviours, as well as voluntary turnover. Locke (1975) describes job satisfaction as an enjoyable or confident emotional condition subsequent from an individual introspection of the individual's employment experiences. Spector (1996) similarly defines job satisfaction as the degree to which individuals like their employments. Fundamentally, job satisfaction states to the emotional reaction of an individual towards his or her work outputs.

Although organisational commitment is challenging to define it characterises the connection between the employer and the employee (Lambert, 2006). According to Mowday, Porter, and Steers (1982) this is the emotions of a worker's feeling concerning the company objectives and goals.

Job satisfaction has a direct influence on intent to quit. A study of United States confirmed that benefits and job security were not amongst the highest ten objectives employees required from their employment (Naisbitt and Aburdence, 1985).

The response to a condition that is fulfilling is to embrace it, and vice versa (Locke, 1975). Extremely discontented workers have the highest probability to express their intentions to resign in order to ease their adverse moods (Roseman, 1981). Baron's opinion (1985), people who constantly experience unfriendly or unfulfilling conditions or atmosphere mature a condition of conflict, and most employees try to decrease or remove conflict. Employees who are content with their employments have fewer motives to resign. Consequently, it is argued that a contented employee has the lowest probability to express wishes and intentions to leave their employments.

Organisational commitment has a negative relationship with intention to quit. Employees with little commitment will be unmotivated to continue with their employment. Job satisfaction is a precursor of organisational commitment, job satisfaction happens fast, while organisational commitment matures over time. A fulfilled employee has the highest probability to assess the company in a constructive perspective and subsequently displaying a tougher links to the company. Hence, forecasting that job satisfaction will significantly and directly influence organisational commitment between employees

According to Dickter, Roznowski, and Harrison (1996) job satisfaction is influenced by aspects such as participation in job-related decisions, management style, and remuneration (Trevor, 2001).

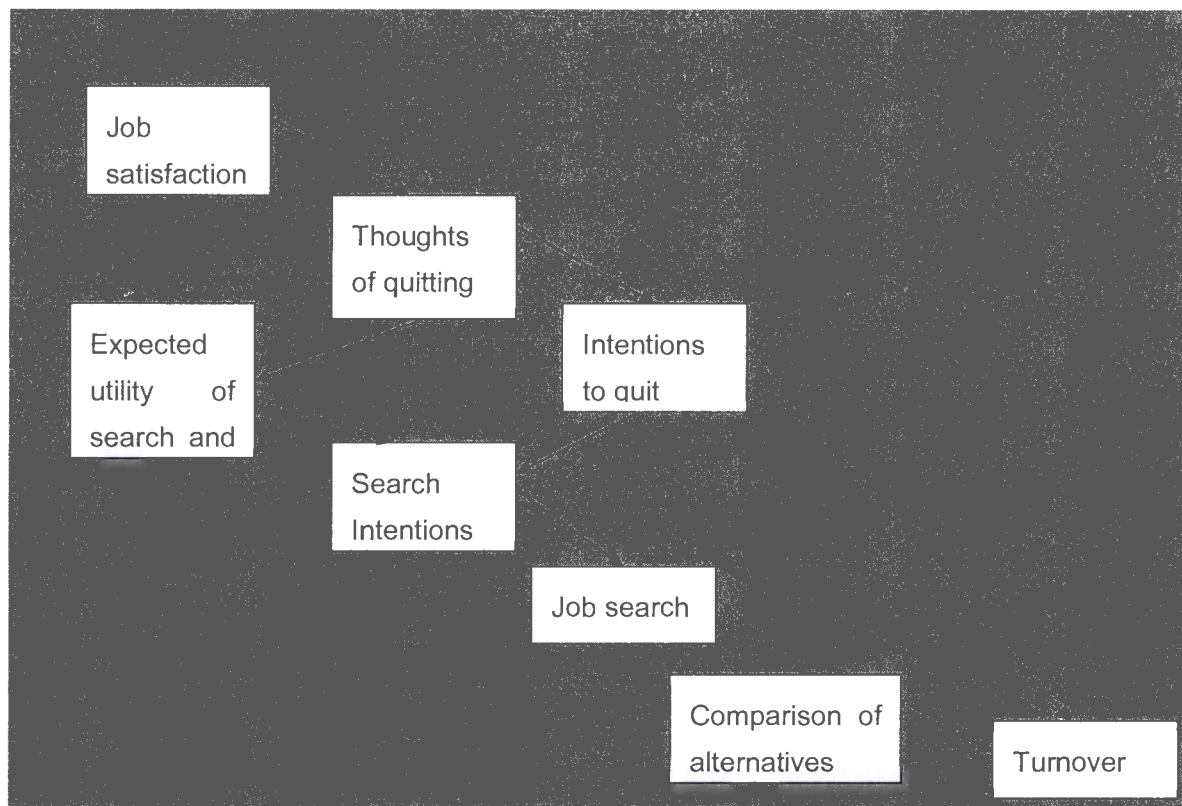


Figure 2-5: How job dissatisfaction leads to turnover (White, 2001)

According to Hwang and Kuo (2006) intention to resign from a company are amongst the toughest predictor of employee turnover. In unacceptable working environments and deficiency in job satisfaction has added to a company's failures to preserve professionally qualified staff (Schyns, 2007).

There is important interface in the impact of job satisfaction and turnover intentions on organisational commitment of workers (Schyns, 2007). White, (2001) presents a flowchart of job dissatisfaction and how it leads to turnover (see Figure 2-5). According to Sagie's (1998) studies discovered that job satisfaction and turnover intentions can be used to forecast organisational commitment of workers. He disputes that in fact the arrangement of these two aspects can have constructive or undesirable impacts on organisational commitment of employees which might in future disturb organisational effectiveness, Productivity and efficiency.

Many earlier studies used Herzberg's (1973) model of job satisfaction (Samad, 2006). He contended that two categories need to be met: (1) emotional development or inspiring factors and (2) hygiene aspects or escaping discomfort. According to Samad (2006), inspiring aspects are workers' success and progression, whereas hygiene aspects comprise supervision, work environments, remuneration, company policies, and relationship with colleagues and juniors. Security and status are destructive fundamentals that contribute to unhappiness at work.

Lambert (2001) study has exposed a dependable relationship between job satisfaction and voluntary turnover. Though, the writer raises an alarm around the clarified difference which has normally been minor. His explanation is that the impact of job satisfaction is only part of the calculation and, additionally, that it is similarly significant to discover and recognise the key backgrounds of such satisfaction. Additionally, he is of the opinion that detecting aspects that stimulus job satisfaction will empower managers to acquire essential and meaningful knowledge to make intellectual decisions concerning mediations meant at increasing satisfaction of this kind. According to Hwang and Kuo (2006) job satisfaction, unaided, does not ensure substantial relationship with turnover intentions. Though, that collaboration between satisfaction and observed alternative employment opportunities certainly impacts turnover intention.

Harter, Schmit and Hayes (2002) disputed that, generally, job satisfaction is reliably and undesirably associated with employee turnover. To substantiate this discovery, Popoola (2005) states that the lesser the turnover intentions of employees, the more they are fulfilled with their employments.

### 2.8.2 Organisational commitment

Previous researches specify that organisational commitment has enticed improved research attention because of its significance in forecasting employees' behavioural outcome example absent at work and turnover (Lambert, 2001; Price and Mueller, 2000).

The fear has remained that organisational commitment is often mixed with job satisfaction regardless of the fact that these variables are separate. Their variances are summarised in the next declaration: a commitment, attitude changes from the theory of job satisfaction in numerous ways. To start with, commitment as a theory is more global, reflecting a broad affective response to the organisation entirely. Job satisfaction replicates individual's answer either to one's daily outputs or to other features of one's daily outputs. Therefore commitment highlights to the employing company, plus its objective, mission statement, goals and values, while satisfaction highlights the detailed task situation where a worker performs his or her responsibilities.

Organisational commitment must be more constant over time than job satisfaction. While daily events in the workplace may impact on an employee's job satisfaction, such temporary events should not give reason to a worker to completely reconsider his or her connection to the entire organisation (Buck and Watson, 2002).

According Samad (2006) there are general consensus that the two opinions dictate organisational commitment literature are: (1) the attitude approach and (2) the behavioural approach. It has been claimed that the behavioural approach to commitment is affected mostly with the method by which people mature an intelligence of connection not to a company but their personal actions (Samad, 2006). Definition of the attitudinal approach is one of the reflecting the environment and value of the connection between a company and worker (Mathieu and Zajac (1990) posit a dedicated employee is characterised by (1) trust in and recognition of the organisation's values and objectives; (2) significant effort on behalf of the company; and (3) efforts to preserve the relationship with the company.

According to Miller (1996) the choice to continue with a company is mainly determined by a worker's degree of commitment to the organisation. Lambert (2001) stated that lack of organisational commitment leads to tardiness, absenteeism, intention to quit, poor teamwork, and withdrawal.

Determinants of organisational commitment are: job satisfaction, job tenure, job involvement, distributive justice, and promotional opportunities (Price, 2001). According to Mathieu and Zajac (1990) organisational commitment increases with an employee's occupation. This has been deduced to confirm that occupation has a substantial influence on commitment. According to DeConinck and Bachmann (1994), employees in senior positions are less likely to resign than those on lower levels.

DeCoinck and Bachmann (1994) describe organisational commitment from an attitudinal perspective and a behavioural perspective. From an attitudinal viewpoint, organisational commitment is the level of a person's identification with and participation in a company. From a behavioural viewpoint, organisational commitment is reflected in an employee remaining with an organisation, even if alternative employment is available.

Okpara (2006) discloses that the concern of job dissatisfaction encompasses unpunctuality, low productivity, absent from work, high turnover and poor performance. He substantiate that, these outcome is a waste of human power and inessential loss in production efficiency and revenue.

DeCoinck and Bachmann (1994) dispute that companies should attempt to grow worker's organisational commitment in order to decrease turnover which negatively impacts companies in numerous ways, example increasing direct expenses involved in employing and training workers and indirect expenses associated with reduced workers performance. They pronounce that companies can improve worker's organisational performance by developing procedures and policies to preserve their talented workers only if they recognise the reasons of turnover, such as a deficiency in organisational commitment.

According Popoola (2005) workers that are extremely fulfilled with their employments or highly committed to the company will evade withdrawal behaviours and preserve their sustained connection to work. It has been debated that in South Africa context, organisational commitment applies; a constructive effect on employment performance whilst decreasing turnover and absenteeism (Boshof and Arnolds, 2005). According Popoola (2005) the commitment of workers is deteriorating because workers anticipate more from life and from their organisations.

He also maintains that the concerns of an workers low degree of organisational commitment in any workplace are a high turnover rate, turnover intentions, absenteeism, transfer of loyalty to non-work activities, inefficiency, slow career advancement, decreasing productivity and job dissatisfaction.

#### 2.8.2.1 Continuance, normative and affective commitment

It is imperative to determine the position of commitment; Meyer and Allen (1991) complete an assessment of organisational commitment literature. Their results are that the awareness and the expenses of resigning from the company are excessively high (continuance commitment), a sensational responsibility to the company (normative commitment) and that a worker instantaneously experiences commitment to the company created on emotional connection (affective commitment). Meyer (1997) proposes that investigators could recognise a workers relationship with a company by examining all segments instantaneously.

According to Wasti (2003), continuance, normative, and affective commitment are discrete categories of commitment, and that an employee can experience each of these emotional states in varying degrees.

According to Jaros (1995), employees with a strong continuance commitment remain with an organisation because they need to. Workers with a strong normative commitment remain because they feel they should, and those with a strong affective commitment remain with the organisation because they want to.

It is proposed that because of the theoretical differences between the three elements of commitment, they should arise from different reasons, and should result in different behavioural consequences and attitudinal (Meyer and Allen, 1991). It has been suggested that the cohesions between continuance, normative and affective commitment are founded on the concept that individual element should have an impact on an employee's intents and choice to stay a member of a company (Meyer, Allen and Srnith, 1993). The research by Allen and Meyer (1997) coteroids that a mutual aspect in these methods is that of observing commitment as a psychological state that (a) has consequences for the choice to stay or stop membership in the company, and (b) describes the workers connection with the organisation.

According to Allen and Meyer (1997) the nature of these psychological conditions varies in each of the three elements, it is anticipated to progress as a function of different experiences and has different consequences for work connected behaviour except turnover.

The worker's affective commitment to the company is the most vital element of organisational commitment in forecasting turnover intents (Allen and Meyer, 1997). They dispute that company concerned with decreasing voluntary turnover behaviour can do so indirectly (i.e. through changing turnover intents) by adopting affective commitments. According to Wasti (2003) the motive for the importance on affective commitment is generally due to the fact that it displays the strongest and most reliable relationship with the required results. He additional argue that, the attention in an affective commitment is due to the fact that much of the study has been piloted in the North American perspective, where expenses benefit and attitudes calculations, rather than standards, are the primary factors of social behaviour.

The outcomes of the study by Jaros (1995) show that the connection between organisational commitment and turnover intents might be highly challenging than the one pronounced in the Allen and Meyer (1997) framework. He demonstrates the relationship analysis in samples showing that each element of commitment was adversely and significantly correlated to turnover intents. The three elements of commitment varied in their strength of their connections with intents. He also recognised that affective commitment detailed a major stronger association with turnover intents than continuance or normative commitment, with affective commitment being the single major independent forecaster of turnover intents. The normative commitment might be a superior forecaster of employment results in collectivist perspectives that highlight solid social obligations and bonds (Meyer and Allen, 1997). The study outcomes discovered that organisational commitment is adversely correlated to intentions to quit, thus suggesting that advanced degree of organisational commitment will lead to lesser degree of intentions to resign (Jaros', 1995).

In their study, Whitener and Walz (1993) found that affective commitment has a significant negative relationship on intention to quit, whereas continuance commitment had no relationship with intention to quit. Hackett, Bycio, and Hausdorf (1994) found that intention to quit had a statistically insignificant negative relationship affective, continuance, and normative commitment respectively.

#### 2.8.2.2 Negative and Positive affectivity

Chiu and Francesco (2003) found a relationship between dispositional qualities and job satisfaction. Dispositional qualities are described as a model of position through which an individual reads and evaluates a condition by a reliable and stable technique of behavioural, emotion and thinking (George, 1989). Positive affectivity is defined as a quality that shows determined persons changes in a constructive emotional way and self-intellectual and measures the level to which a person is subjected to be content (Chiu and Francesco, 2003). It has been suggested that person with great positive affectivity are considered to enjoy a complete wisdom of welfare, safety, security and see themselves as energetic and delightfully involved, both interpersonally and in terms of accomplishment, however a person with negative affectivity is more likely to resign from his or her employment (Roznowski and Hulin, 1992). According to Chiu and Francesco (2003), positive affectivity is positively related to job fulfilment. Ivesron (1999) contended that employees with positive affectivity but who are unfulfilled in their jobs are likely to resign.

#### 2.8.2.3 Organisational commitment and job satisfaction

Meyer (1997), Dipboye et al. (1994), Tett and Meyer (1993) and Sagie (1998), in their studies, found a significant relationship between job satisfaction and organisational commitment. Organisational commitment is affected less by everyday events and matures over a long time, and is therefore more constant than job satisfaction (Dipboye et al., 1994; Sagie, 1998).

While there is overall agreement in the literature on the existence of a relationship between organisational commitment and job satisfaction, there is an ongoing debate regarding the direction of this relationship. Some authors state that job satisfaction is a predictor of organisational commitment (Williams and Hazer, 1986; Stevens et al., 1978), while others argue that organisational commitment leads to job satisfaction (Bateman and Strasser, 1984). Some authors have postulated that there is a mutual effect in the relationship (Price and Mueller, 1981; Lance, 1991). The relationship between organisational commitment and job satisfaction seems to be complicated, and may even change over time (Farkas and Tetrick, 1989; Meyer, 1997).

## 2.9 Conclusion

This literature review has only given a broad outline of the related aspects relationships between job satisfaction, organisational commitment, and relationship with supervisor, remuneration, recognition, and intention to quit.

- Job satisfaction has a direct influence on intention to quit.
- Organisational commitment is more constant over time than job satisfaction. The decision to resign from a company is mainly determined by his or her degree of commitment to the organisation.
- Satisfaction with remuneration lowers intention to quit and increases organisational commitment.
- An employee's relationship with his or her direct supervisor is a predictor of intention to quit.
- Employees with low levels of job satisfaction and organisational commitment, and who have poor relationships with their direct supervisors, and who are not adequately remunerated will show higher levels of intention to quit.

## CHAPTER 3: RESEARCH DESIGN AND METHODS

### 3.1 Introduction

The present study was quantitative in nature, and explored the relationship between intention to quit (independent variable) and organisational commitment, job satisfaction, remuneration, and relationship with supervisor (dependent or outcome variables).

To solve this problem the researcher had decided to use non-experimental research that would provide a numerical (quantitative) description of attitudes, opinions or trends of a population by studying a sample of the population. The study's data was collected through questionnaires while conducting a cross-sectional study.

### 3.2 Research strategy

The quantitative investigation method is followed as per Appendix A, developed based on literature review. The study was descriptive, as the aim was to investigate the retention of employees of Eskom. An inferential investigation method was employed, as statistical analyses were employed. This in essence meant that no new concepts were developed but only something already proposed to be true in the literature was tested. Survey research is seen as a non-experimental means of conducting quantitative research, by means of collecting questionnaire data and analysing it for the intended purposes of answering the research question. The study is classified as an empirical study as the researcher collected and analysed primary data.

### 3.3 Sample

The target population was all employees of Eskom's Distribution Division in the North-West province, a total population 1 354 employees. The sample consisted of 426 respondents. Confidence level of 99% and a margin of error of 5%. Convenience sampling was used; respondents were selected based on availability. Convenience sampling is the most common form of non-probability sampling (Page and Meyer, 2005).

The questionnaires were distributed to respondents who had access to e-mail and personally during site visits to attend engagement sessions with respondents on lower job levels. E-mail respondents were given a month to respond and handed out questionnaires was collected immediately after completion. The questionnaires took 20 minutes to complete, and were collected immediately upon completion.

### 3.4 Data collecting

The extremely employed data gathering approaches are survey and the consultations (Interviews). The goal of the study is to get responses to questions, thus the survey and consultations can be viewed as data collection tools that permit the investigator to get responses to his or her questions. Together the survey and interviews have different structures that have a bearing impact on the accuracy and suitability on the practicality to get detailed data collection (Saunders, Lewis and Thornhill, 2009). Closed-ended questions were asked in the questionnaire (see Appendix A).

The questionnaire consisted of the following sections

- Section A: Factors that would encourage you to stay;
- Section B: Relationship with supervisor/manager; and
- Section C: Factors that may influence your intention to leave.

The respondents were requested to answer the questions by selecting a rating on the six-point scale.

### 3.5 Data examination

The data were analysed using SPSS 23 software. To create a data matrix, the replies were coded, which enables classification and identification of themes (Collis & Hussey, 2003). For instance, nominal variables will be text labels and is essential to allocate a unique digit to permit population into the Excel spreadsheet. It is essential to allocate an exclusive identifiable digit to non-responses on questionnaires (which is not seen elsewhere in the data). A dichotomous response, for example, *Male/Female* was allocated a unique digit, i.e. *Male = 1* and *Female = 2* (Greener, 2008).

Descriptive statistics such as means, standard deviations, skewness, kurtosis, and cross-tabulations were employed. An inferential study method was employed, as a data foundation was designed, after which relationships between determinants (i.e. between compensation and recognition measurement, management support measurement, satisfaction with institutional practices measurement and intention to quit measurement)

### 3.6 Rigour and quality of the study

- The investigator shall safeguard and ensure outcomes are reliable and precise illustration of the entire population.
- The investigator shall guarantee greatest reliability, firmness and precision of the assessments and rating.
- The questionnaire shall line up according to the literature evaluation, if the investigator is working with a constant measure and declare that the survey is constant; a great level of constancy specifies a great level of reliability.

#### 3.6.1 Reliability

*Reliability* refers to the outcomes of a study being similar, should the study be replicated using the same methodology (Saunders, Lewis & Thornhill, 2009).

Reliability was tested using Cronbach's correlation coefficient. High degrees of reliability signify higher degree of stability, confirming that the outcomes are repeatable (Cohen, 1988).

According to (Field, 2009), 0 denotes a totally untrustworthy test and 1 denotes a totally consistent test. The statistical software program SPSS was used to determine the Cronbach's correlation coefficient.

### 3.6.2 Validity

Validity refers to an instrument measuring what it was intended to measure (Saunders, Lewis, & Thornhill, 2009). The present study used questionnaires that had been used before. An experimental study was not conducted to conclude if the questionnaires were valid.

### 3.6.3 Rigour

Strategies that enhance rigour in research are: using an appropriate sampling strategy, convenient sampling method and the selected target population had the chance of being in the study (Creswell, 2009).

### 3.6.4 Researcher bias

Bias is any effect, condition, or set of conditions that individually or collectively cause misrepresentation of data (Leedy and Omrod, 2010).

### 3.6.5 Investigation ethics

- Eskom and respondents are acknowledged for their involvement, and if they are interested on the outcomes of the study, material will be shared, using the correct procedure.
- All limitations of the study are reported.

#### 3.6.5.1 Voluntary participation

Participation was voluntary, and respondents were free to withdraw from the study at any point, without penalties. The informed consent form is provided in Appendix B.

#### 3.6.5.2 Right to privacy

The research survey was anonymous, and the names of respondents were not required on the questionnaires. The responses received are confidential, and respondents could not be identified from the responses.

## CHAPTER 4: RESULTS

### 4.1 Introduction

This chapter presents the results obtained from the data analysis done by means of SPSS as per the research design and methodology discussed in Chapter 3. This chapter includes all results obtained from the empirical statistical tests run on the data with regards to the objectives set for the study together with the applicable hypotheses.

Category 1: Biographical information;

Category 2: Results pertaining to the instrument's reliability; and

Category 3: Hypothesis testing.

### 4.2 Category 1: Biographical information

Biographical information is divided in to age, gender, race, task grade (position), tenure, department, area, and education.

#### 4.2.1 Age

Most of the participants (47.9%) were aged 31 to 40 years. A total of 23% of the respondents were younger than 30 years, whereas 69 respondents (16.2%) were aged 41-50 years, and 11.3% were aged 51-60 years. The minority for the participants were aged 60 years and older (1.2%), as shown in Table 4.1 and Figure 4.1.

Table 4-1: Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 30	99	23.2	23.3	23.3
	31 - 40	204	47.9	48.0	71.3
	41 - 50	69	16.2	16.2	87.5
	51 - 60	48	11.3	11.3	98.8
	> 60	5	1.2	1.2	100.0
	Total	425	99.8	100.0	
Missing	System	1	.2		
Total		426	100.0		

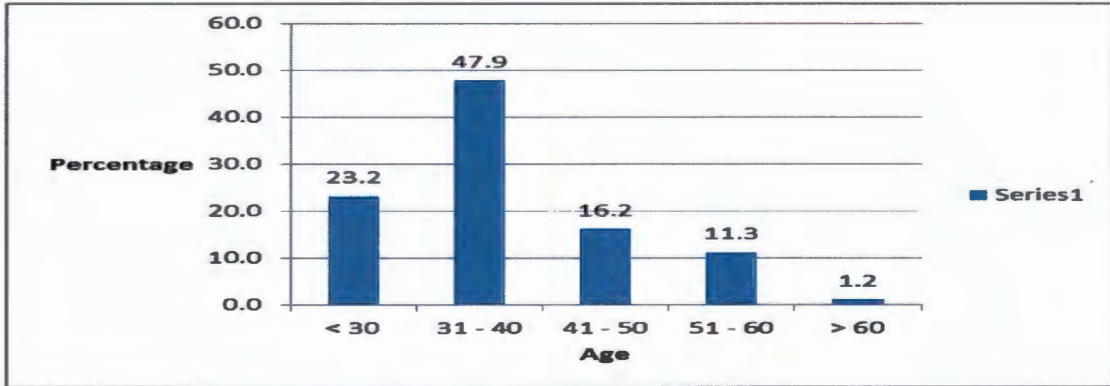


Figure 4-1 Age

#### 4.2.2 Gender

Of the 426 respondents, 310 (72.8%) were men and 115 (27%) were women, as shown in Table 4.2 and Figure 4.2.

Table 4-2: Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	310	72.8	72.9	72.9
	Female	115	27.0	27.1	100.0
	Total	425	99.8	100.0	
Missing	System	1	.2		
Total		426	100.0		

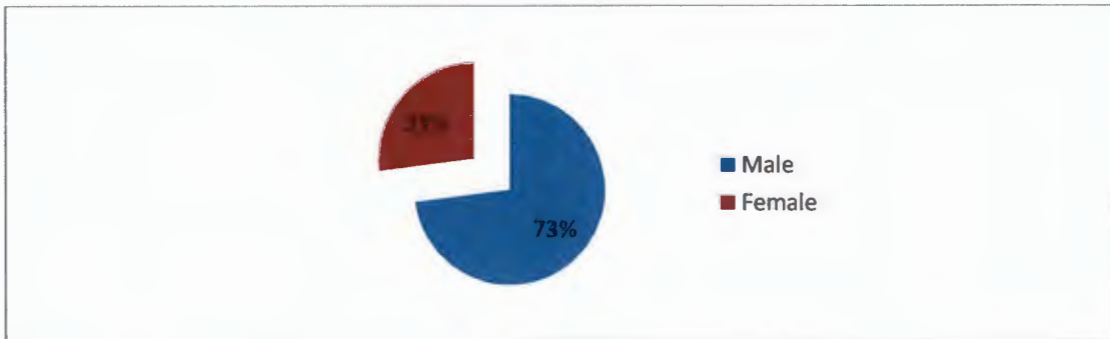


Figure 4-2 Gender

### 4.2.3 Race

Race, in this study, was divided into three categories: black, Coloured, and white. In Table 4.3 and Figure 4.3, it can be seen that 85.3% (363) of respondents were black, 10.6% (45) were white, and 4.2% (18) were Coloured.

Table 4-3: Race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Black	363	85.2	85.2	85.2
	Coloured	18	4.2	4.2	89.4
	White	45	10.6	10.6	100.0
	Total	426	100.0	100.0	

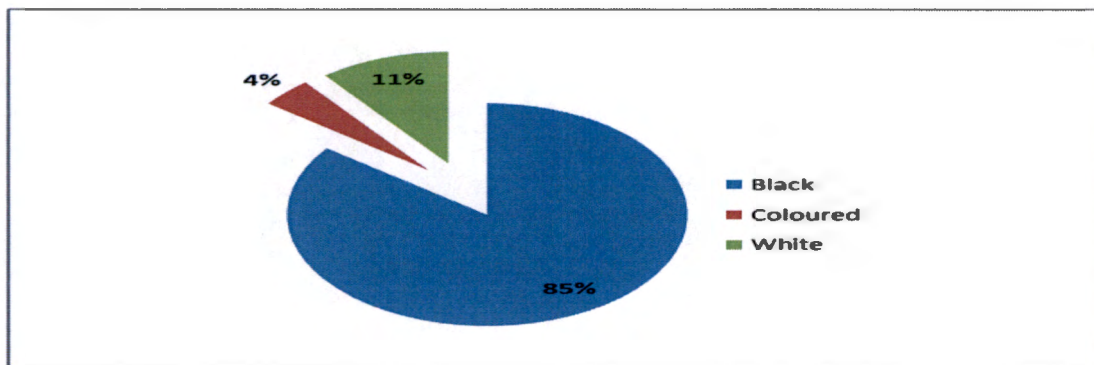


Figure 4-3: Race

#### 4.2.4 Position (Task Grade)

The positions that the respondents held in the organisation were classed into three categories: *Task grade T2-T13* (bargaining staff), *Task grade T14-T18* (management staff) and *E-band and above* (executive staff). Bargaining staff included the following positions: electrician, supervisor, technician, engineer, personal assistant, administrative staff, and human resources staff, while management included all employees holding management positions and E-band employees were executives. As shown in Table 4.4 and Figure 4.4, below, 91.5% (390) of the respondents were bargaining staff, 7% (30) were management staff, and 0.9% (4) were executive staff.

Table 4-4: Position (Task Grade)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	T2-T13	390	91.5	92.0	92.0
	T14-T18	30	7.0	7.1	99.1
	E-band and above	4	.9	.9	100.0
	Total	424	99.5	100.0	
Missing	System	2	.5		
Total		426	100.0		

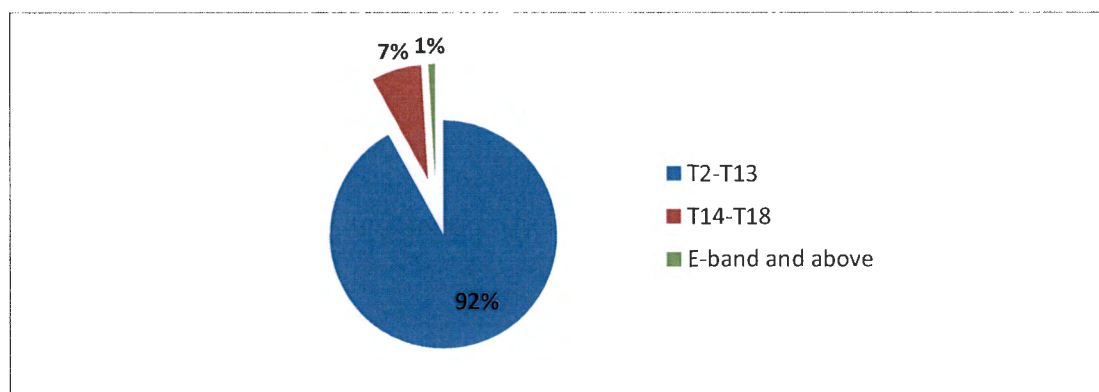


Figure 4-4: Position (Task Grade)

#### 4.2.5 Tenure

Tenure, measured in number of years with the company, was classified into four categories: 0 – 5 years, 6 – 10 years, 11 – 15 years, and 16 or more years. As shown in Table 4.5 and Figure 4.5, below, 39.2% of the respondents had a tenure of 0 – 5 years, 37.1% had a tenure of 6 – 10 years, 8.7% had a tenure of 11 – 15 years, and 15% had a tenure of 16 years or more.

Table 4-5: Tenure

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 - 5 years	167	39.2	39.2	39.2
	6 - 10 years	158	37.1	37.1	76.3
	11 - 15 years	37	8.7	8.7	85.0
	> 15 years	64	15.0	15.0	100.0
	Total	426	100.0	100.0	

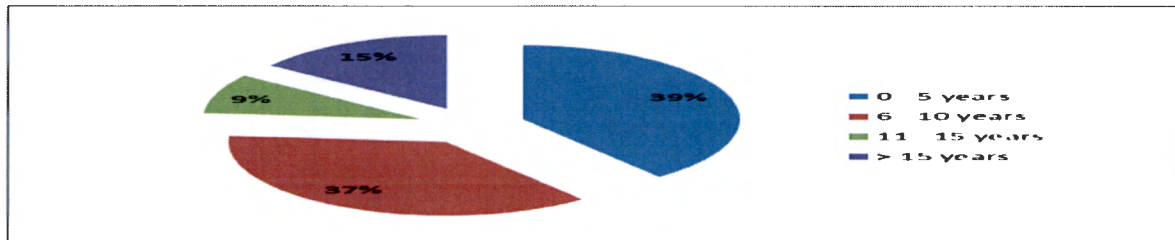


Figure 4-5: Tenure

#### 4.2.6 Department

The departments in which the respondents worked were classed into four categories: *Asset creation*, *Customer service*, *Operations and maintenance*, and *Support*. *Support* included the following departments: Human Resources, Finance, Business Integration, and Performance Management. As shown in Table 4.6 and Figure 4.6, below, 80.3% (342) of the respondents were employed in Operations and maintenance, 11% (47) were in Asset creation, 4.2% (18) were in Customer service, and 2.3% (10) were employed in Support. There was a total of 2.1% (9) missing data.

Table 4-6: Departments

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Asset Creation	47	11.0	11.3	11.3
	Customer Service	18	4.2	4.3	15.6
	Operations % maintenance	342	80.3	82.0	97.6
	Support	10	2.3	2.4	100.0
	Total	417	97.9	100.0	
Missing	System	9	2.1		
Total		426	100.0		

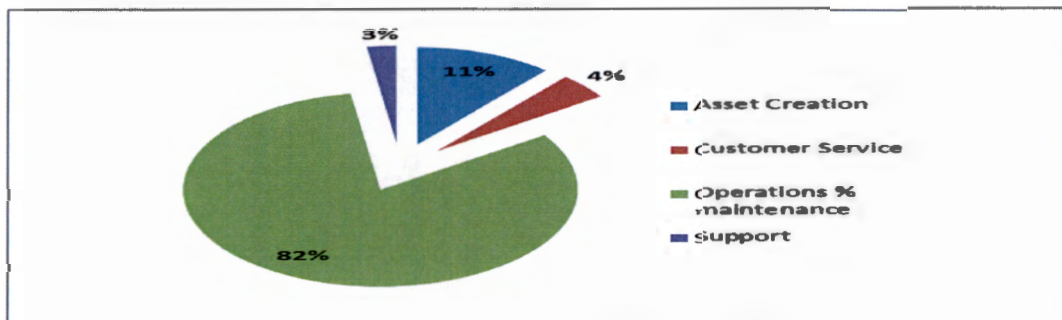


Figure 4-6: Departments

#### 4.2.7 Geographical Areas

The geographical areas where the respondents lived were classed into three categories: *Urban*, *Rural*, and *Semi-rural*. As shown in Table 4.7 and Figure 4.7, below, 62.4% (266) of the respondents lived in urban areas, 25.8% (110) lived in rural areas, and 11.7 (50) lived in semi-rural areas.

Table 4-7: Geographical areas

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Urban	266	62.4	62.4	62.4
	Rural	110	25.8	25.8	88.3
	Semi-rural	50	11.7	11.7	100.0
	Total	426	100.0	100.0	

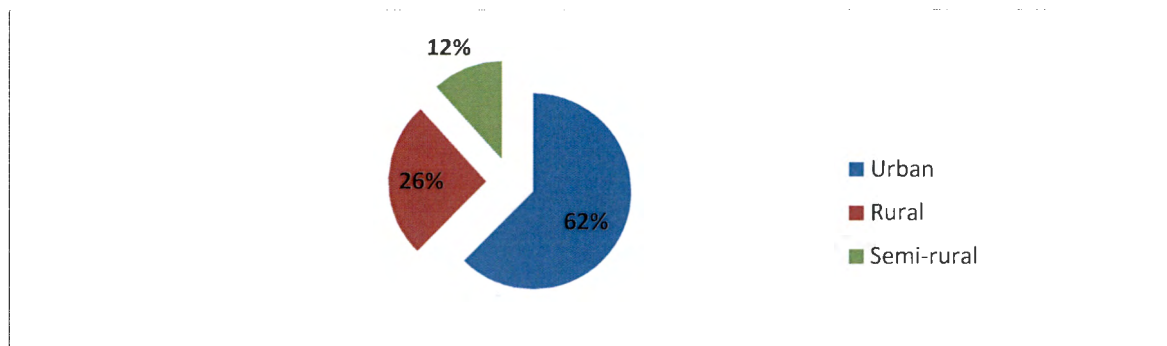


Figure 4-7: Geographical areas

#### 4.2.8 Education

Classification of respondents according to their highest qualification that the majority of respondents (27%) possessed a certificate, followed by those who had a diploma (23%), while 22.1% of respondents possessed matric certificates. A total of 14.6% held a three-year university degree, and 8% of respondents had an education below matric. The remainder of the respondents (4.7%) possessed postgraduate degrees, as shown in Table 4.8 and Figure 4.8, below.

Table 4-8: Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below matric	34	8.0	8.0	8.0
	Matric	94	22.1	22.1	30.0
	Certificate	115	27.0	27.0	57.0
	Diploma	101	23.7	23.7	80.8
	Degree	62	14.6	14.6	95.3
	Postgraduate	20	4.7	4.7	100.0
	Total	426	100.0	100.0	

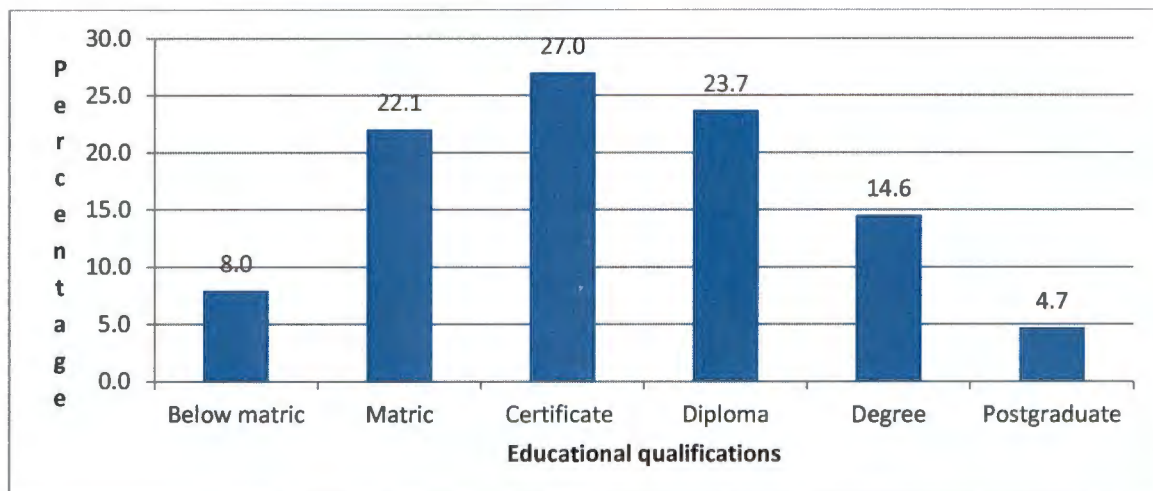


Figure 4-8: Education

### 4.3 Category 2: Outcomes relating to the tools

#### 4.3.1 Introduction

The next section reports the results obtained from the measurement of the following categories: *Remuneration*, *Management support*, *Satisfaction with organisational practices*, and *Intention to quit*.

#### 4.3.2 Results: Remuneration and Recognition Measure

The emphasis of Remuneration and Recognition unit is placed under statistical analysis of the Remuneration and Recognition scale data, to decide if the Remuneration and Recognition are adequately applied. This is similarly employed to find the reliability of the tool and data collected after using the tool, to accomplish this conclusion following statistical methods application.

#### 4.3.3 Kaiser-Meyer-Olkin test and Bartlett's Test of Sphericity

The Kaiser-Meyer-Olkin (KMO) test and Bartlett's test of sphericity are used to determine sampling adequacy. The KMO and Bartlett's test create primary measurements of independency of Remuneration and Recognition measure. The results of the KMO and Bartlett's test for Remuneration and recognition are shown in Table 4.9, below.

Table 4-9: KMO and Bartlett's Test

Kaiser-Meyer-Olkin measure of sampling adequacy		.882
Bartlett's test of sphericity	Approx. Chi-Square	1638.161
	df	36
	Sig.	0.000

The KMO limits range from 0 to 1, the norm acknowledged index must be greater than 0.6, confirming the sampling adequacy for factor analysis to be 0.882. The results of Bartlett's test of sphericity must be  $p < 0.05$  and verified to be  $p = 0.00$ , demonstrating relationships among factors being sufficiently large for factor analysis (Pallant, 2005; Hair *et al.*, 2010).

#### 4.3.4 Factor analysis

Principal component analysis was conducted by employing direct oblique rotation to determine in what way the two variable factors related to each other. The two factors were: Factor 1 — *Recognition* and Factor 2 — *Remuneration and benefits*. The two factors achieved a 62.861% of the changes. The outcomes of the factor analysis the rotated component matrix are provided in Table 4.10 and Table 4.11, below.

Table 4-10: Variance for *Remuneration and recognition*

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	Variance	Cumulative %	Total	Variance	%
1	4.535	50.393	50.393	4.535	50.393	50.393	3.682	40.912	40.912
2	1.122	12.468	62.861	1.122	12.468	62.861	1.975	21.949	62.861
3	.719	7.985	70.846						
4	.651	7.238	78.083						
5	.491	5.452	83.535						
6	.455	5.053	88.587						
7	.407	4.521	93.109						
8	.350	3.890	96.998						
9	.270	3.002	100.000						

Table 4-11: Rotation Method: Varimax with Kaiser Normalization.

Rotated Component Matrix <sup>a</sup>		
	Component	
	Recognition	Remuneration
Comp1	.488	<b>.499</b>
Comp2	.097	<b>.882</b>
Comp3	.261	<b>.804</b>
Comp4	<b>.702</b>	.137
Comp5	<b>.747</b>	.235
Comp6	<b>.759</b>	.276
Comp7	<b>.698</b>	.325
Comp8	<b>.819</b>	.186
Comp9	<b>.763</b>	.103

#### 4.3.5 Reliability and Descriptive Statistics of *Remuneration* and *Recognition*

The reliability of the *Remuneration and benefits* (see Table 4.12) had a Cronbach alpha of 0.707, which was acceptable. The reliability of the *Recognition* (see Table 4.13, below) had a Cronbach alpha of 0.871, which was acceptable.

Table 4-12: *Remuneration*: Reliability

Cronbach's Alpha	N of Items
<b>.707</b>	3

Table 4-13: *Recognition*: Reliability

Cronbach's Alpha	N of Items
<b>.871</b>	6

Descriptive statistics was employed to examine the data. Table 4.14, below, provides the results of the descriptive statistics for *Remuneration* and *Recognition*, after the items have been gathered in a group, factor analysis was completed.

A six-point response measurement ranging from *strongly disagree* (1) to *strongly agree* (6) was utilised. The mean values ranged from 2.986 to 3.439. This demonstrated that the respondents had a tendency to indicate answers near the middle of the scale. *Remuneration and Recognition* were not adequately applied.

Table 4-14: Descriptive statistics of *Remuneration and Recognition*

	Mean	Std. Deviation	Skewness	Kurtosis
Remuneration	3.4390	1.17581	-.280	-.631
Recognition	2.9863	1.19951	.245	-.745
Valid N (listwise)				

Table 4.14 shows that the set of data fluctuated between 1.1758 and 1.1995 for standard deviation, representing a minor level of distribution. The set of data varies from -0.280 to 0.245 for skewness, demonstrating a positively skewed distribution. The set of data varied are between -0.631 and -0.745 for kurtosis.

#### 4.3.6 Summary of results

- The KMO was 0.882, which was greater than the acceptable level of 0.6. The results of Bartlett's test of sphericity must be  $p < 0.05$ , and was  $p = 0.00$ , demonstrating that relationships among the factors were sufficiently significant for factor analysis.
- The factor analyses resulted in two factors, Factor 1 — *Recognition*, and Factor 2 — *Recognition*, the variance was 62.86.
- The Cronbach alpha demonstrated an outstanding degree of reliability for *Remuneration and Recognition*.
- The results of the reliability statistics for the entire sub-scales were excellent.

#### 4.4. Results: Management support

The importance of management support unit is retained on the statistical analysis of the management support scale data to decide if the management supports are adequately applied to prevent turnover. This is furthermore employed to regulate the reliability of the tool and data acknowledged by means of the tools.

#### 4.4.1 Sample adequacy and Sphericity

The results of the KMO measure and Bartlett's test of sphericity for *Management support* are shown in Table 4.15, below.

Table 4-15: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.901
Bartlett's Test of Sphericity	Approx. Chi-Square	1770.943
	df	21
	Sig.	0.000

The KMO limits are from 0 to 1, the standard approved index is greater than 0.6 and the KMO measurement confirmed the sampling adequacy for factor analysis to be 0.901. Furthermore, the Bartlett's test of sphericity corresponds with the significance of the study, displaying the rationality and accuracy of the data collected to the problems being resolved by conducting the research. Factor Analysis to be endorsed as rationality and correctness, the Bartlett's test of sphericity must be  $p < 0.05$  and verified to be  $p = 0.00$ , signifying relationships between factors remained sufficiently large for a factor analysis and the sample is appropriate for additional analysis by means of "factor analysis" (Pallant, 2005; Hair et al., 2010).

#### 4.4.2 Factor analysis

Principle component analysis was conducted by employing the extraction method principal component analysis to stipulate the Management support factor. The factor was labelled *Management support* (Factor 1). The factor achieved a 64.491% of the changes. The results of the factor analysis in conjunction with the rotated component matrix are provided in Table 4.16 and Table 4.17. The results were satisfactory for *Management support* (Factor 1).

Table 4-16: Variance for *Management support*

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.514	64.491	64.491	4.514	64.491	64.491
2	.636	9.088	73.578			
3	.551	7.876	81.455			
4	.456	6.521	87.976			
5	.362	5.178	93.154			
6	.248	3.542	96.696			
7	.231	3.304	100.000			

Table 4-17: Extraction Method: Principal Component Analysis.

Component Matrix <sup>a</sup>	
	Component
	1
Man1	.857
Man2	.824
Man3	.674
Man4	.756
Man5	.843
Man6	.835
Man7	.817

#### 4.4.3 Reliability and Descriptive Statistics of *Management support*

The reliability of the *Management support* (see Table 4.18) was a Cronbach alpha of 0.902, which was acceptable.

Table 4-18: *Management support*: Reliability

Cronbach's Alpha	N of Items:
.902	7

Descriptive statistics were employed to examine the data. Table 4.19, below, shows the results of the descriptive statistics of *Management support* after the items have been gathered in a group when factor analysis was completed.

A six-point response measurement ranging from *strongly disagree* (1) to *strongly agree* (6) was utilised. Respondents mean outcome was 3.6787, which indicated that the respondents had a tendency to indicate responses near the left of the scale. The mean scores indicate that management support is inadequately applied.

Table 4-19: Descriptive statistics of *Management support*

	Mean	Std. Deviation	Skewness	Kurtosis
Management Support	3.6787	1.30901	-.357	-.740

As seen in Table 4.19, above, the standard deviation was 1.309, indicating a fairly minor level of distribution. The skewness was  $-0.367$ , demonstrating a negatively skewed distribution. The kurtosis was  $-0.740$ .

#### 4.4.4 Summary of results

- The KMO was 0.901, greater than the acceptable level of 0.6. The result of Bartlett's test of sphericity was  $p = 0.00$ , signifying that the correlation between the factors sufficiently significant for factor analysis.
- The factor analysis resulted in one factor, Factor 1, *Management support*. The variance was 64.491%.
- The Cronbach alpha signified an exceptional level of reliability of *Management support*.
- Reliability statistics for the entire sub-scale were excellent.

#### 4.5 Results: Satisfaction with organisational practices

The importance of satisfaction with organisational practices is positioned on the statistical analysis of the satisfaction with organisational practices scale data to determine if the satisfaction with organisational practices is adequately applied to prevent turnover. This is additionally used to regulate the reliability of the tool and data obtained from using the tool.

#### 4.5.1 Sample adequacy and Sphericity

The results of the KMO measure for *Satisfaction with organisational practices* are shown in Table 4.20, below.

Table 4-20: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.917
Bartlett's Test of Sphericity	Approx. Chi-Square	3509.534
	df	78
	Sig.	0.000

The result of the KMO measure was 0.917, indicating adequacy for factor analysis. Additionally, the Bartlett's test of sphericity agrees with the importance of the research, displaying the rationality and correctness of the data collected to the problems being resolved by conducting the research. Factor analysis to be permitted as rationality and correctness, the Bartlett's test of sphericity must be  $p < 0.05$  and verified to be  $p = 0.00$ , demonstrating relationships between factors remained sufficiently large for a factor analysis. (Pallant, 2005; Hair *et al.*, 2010).

#### 4.5.2 Factor analysis

Principle component analysis was completed using the Extraction Method: Principal Component Analysis to specify the one factor. The one factor was labelled satisfaction with organisational practices (Factor 1). The factors achieved a 54.426% of the changes. The outcomes of the factor analysis in conjunction with the rotated component matrix are illustrated below, that is Table 4.21 and Table 4.17. The results are satisfactory for satisfaction with organisational practices as Factor 1

Table 4-21: Variance for satisfaction with organisational practices

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.077	54.436	54.436	7.077	54.436	54.436
2	1.084	8.341	62.777			
3	.946	7.280	70.057			
4	.691	5.313	75.370			
5	.547	4.210	79.580			
6	.508	3.909	83.490			
7	.459	3.530	87.020			
8	.382	2.936	89.955			
9	.354	2.725	92.681			
10	.314	2.414	95.095			
11	.278	2.141	97.236			
12	.216	1.660	98.896			
13	.143	1.104	100.000			

Table 4-22: Extraction Method: Principal Component Analysis.

Component Matrix <sup>a</sup>	
	Component
	1
Sat1	.665
Sat2	.675
Sat3	.747
Sat4	.472
Sat5	.766
Sat6	.731
Sat7	.791
Sat8	.800
Sat9	.794
Sat10	.801
Sat11	.813
Sat12	.753
Sat13	.714

#### 4.5.3 Reliability and Descriptive Statistics of satisfaction with organisational practices

The reliability of the satisfaction with organisational practices questionnaire as shown in Table 4.23 records a Cronbach's alpha of 0.921, which is acceptable. The sample group consists of a total of 426 respondents.

Table 4-23: Satisfaction with organisational practices, reliability of questionnaire

Cronbach's Alpha	N of Items
.921	13

Descriptive statistics is employed to exam the data. Table 4.24 below delivers the descriptive statistics of the satisfaction with organisational practices, after the items were gathered in a group when factor analysis was completed.

A five-point response measurement ranging from “Not at all (1)” to “All the time (5)” was utilised. Respondents mean value was 2.8471. It’s a demonstration that participants have a tendency to have replies that fell near the middle of the scale. When you look at the mean score it indicate that satisfaction with organisational practices is moderately applied

Table 4-24: Descriptive statistics of satisfaction with organisational practices

	Mean	Std. Deviation	Skewness	Kurtosis
Satisfaction	2.8471	.90025	.063	-.360

Table 4.24; standard deviation results is 0.90025 representing a rather minor level of distribution. The skewness outcome is 0.63, representing a positively skewed distribution. The kurtosis outcome is -0.360.

#### 4.5.4 Summary of results

- The KMO is 0.917 is above the average approved index of 0.6. Bartlett's Test of Sphericity must be  $p < 0.05$  and shown to be  $p = 0.00$ , representing association among factors stayed satisfactorily large for “factor analysis”.
- The factor analyses resulted in one factor, Factor 1 satisfaction with organisational practices. The variance is 54.436%.
- The total value of Cronbach’s Alpha indicates a superb degree of reliability for the management support.
- “Reliability statistics” for the entire sub-scales are excellent.

#### 4.6 Results: Intention to leave the organisation

The emphasis of intention to leave the organisation unit is placed under statistical analysis of the intention to leave the organisation scale data to establish if the intention to leave the organisation is strongly supported by employees. This is furthermore employed to regulate the reliability of the tool and data recognised by means of the tools.

##### 4.6.1 Sample adequacy and Sphericity

“Kaiser-Meyer-Olkin and Bartlett’s Test of Sphericity” is to measure sampling adequacy that is authorised to confirm the circumstance of varying percentage for the analysis under investigation. KMO and Bartlett’s test perform a critical part for rejecting or accepting the sample adequacy. KMO and Bartlett’s test create primary measurements of independency of intention to leave the organisation measure. The outcomes of the Kaiser-Meyer-Olkin for the intention to leave the organisation are revealed in Table 4.25

Table 4-25: KMO and Bartlett’s Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.747
Bartlett’s Test of Sphericity	Approx. Chi-Square	971.420
	df	3
	Sig.	.000

The KMO limits are from 0 to 1, the normal official index is greater than 0.6 and the KMO measurement confirmed the sampling adequacy for factor analysis to be 0.747, Table 4.25. Additionally, the Bartlett’s test of sphericity approves the importance of the research, displaying the rationality and accuracy of the data collected to the problems being resolved by conducting the research. Factor Analysis to be permitted as rationality and correctness, the Bartlett’s test of sphericity must be  $p < 0.05$  and verified to be  $p = 0.00$ , signifying relationships between factors remained sufficiently large for factor analysis and the sample is appropriate for additional analysis by means of “factor analysis” (Pallant, 2005 and Hair *et al.*, 2010).

#### 4.6.2 Factor analysis

Principle component analysis was done by using the Extraction Method: principal component analysis to specify the one factor. The one factor was labelled quit (Factor 1). The factors achieved 86.325% of the changes. The outcomes of the factor analysis in conjunction with the rotated component matrix are illustrated underneath, that is Table 4.26 and Table 4.17. The outcomes of satisfactory for intention to quit as Factor 1

Table 4-26: Variance for intention to leave the organisation

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.590	86.325	86.325	2.590	86.325	86.325
2	.262	8.722	95.046			
3	.149	4.954	100.000			

Table 4-27: Extraction Method: Principal Component Analysis.

	Component
	1
Quit 1	.945
Quit 2	.935
Quit 3	.907

#### 4.6.3 Reliability and Descriptive Statistics of satisfaction with organisational practices.

The reliability of the satisfaction with intention to leave the organisation as shown in Table 4.28 records a Cronbach's alpha of 0.921, which is acceptable.

Table 4-28: Intention to leave the organisation, reliability of questionnaire

Cronbach's Alpha	N of Items
.921	3

Descriptive statistics is employed to exam the data. Table 4.29 below, delivers the descriptive statistics of the intention to leave the organisation.

A six-point response measurement ranging from “Strongly disagree (1)” towards “Strongly agree (6)” was utilised. Respondents mean value is 3.73. It’s a demonstration that participants have a tendency to have replies that fell near the left of the range. When you look at the mean score it indicates that employees slightly agree to leave the organisation.

Table 4-29: Descriptive statistics of intention to leave the organization

	Mean	Std. Deviation	Skewness	Kurtosis
Intention to Quit	3.7300	1.69394	-.204	-1.253

Table 4.29 standard deviation outcome is 1.6939, representing a rather minor level of distribution. The skewness is -0.204, demonstrating a “negatively skewed distribution”. The kurtosis is -1.253.

#### 4.6.4 Summary of results

- The KMO is 0.747 exceed the normal approved index of 0.6. Bartlett’s test of sphericity must be  $p < 0.05$  and verified to be  $p = 0.00$ , representing relationship between factors and stayed satisfactorily large for factor analysis.
- The factor analyses resulted in one factor, Factor 1 intention to leave the organisation. The variance is 86.325%
- The total value of Cronbach’s Alpha shows a first-rate degree of reliability for the intention to leave the organisation.
- Reliability statistics for the entire sub-scales are excellent.

#### 4.7 Category 3: Hypothesis testing

In this investigation study, seven hypotheses are expressed. The statistical analyses performed are hypotheses are deliberated underneath.

#### 4.7.1 Hypothesis 1

**H 1: Remuneration would be positively related to satisfaction with organisational practices**

Simple linear regression analysis was performed on the data to evaluate if remuneration would be positively related to satisfaction with organisational practices. The outcome of the regression analysis is presented in Table 4.30.

Table 4-30: Regression Analysis between remuneration and satisfaction with organizational practices.

Model	B	SE	Beta	t	P (Sig)	R	R <sup>2</sup>	ΔR <sup>2</sup>
<b>H 1: Remuneration would be positively related to satisfaction with organisational practices</b>								
						.379 <sup>a</sup>	.143	.141
(Constant)	1.850	.125		14.793	.000			
remuneration	.290	.034	.379	8.426	.000			

Table 4.30, there is an overall positive relationship between remuneration satisfaction with organisational practices ( $r = 0.379$ ;  $p = 0.000$ ). This indicates that the more people are satisfied with their remuneration, the more they become satisfied with their jobs. Therefore the hypothesis “remuneration will directly impact on job satisfaction positively” is accepted.

#### 4.7.2 Hypothesis 2

**H 2: Recognition would be positively related to satisfaction with organisational practices**

Simple linear regression analysis was performed on the data to calculate if recognition would be positively correlated to satisfaction with organisational practices. The outcome of regression analysis is presented in Table 4.31.

Table 4-31: Regression Analysis between recognition and satisfaction with organizational practices

Model	B	SE	Beta	t	P (Sig)	R	R <sup>2</sup>	ΔR <sup>2</sup>
<b>H 2: Recognition would be positively related to satisfaction with organisational practices</b>								
						.573 <sup>a</sup>	.328	.326
(Constant)	1.563	.096		16.262	.000			
Recognition	.430	.030	.573	14.388	.000			

Table 4.31 above, it can be determined that the total score of recognition is a significant forecaster satisfaction with organisational practices ( $r_{df=426; p \leq .005} = 0.573$ , large effect). Recognition produced an  $R^2$  value of 0.328 for the prediction of satisfaction with organisational practices, signifying that 32.8% of the total variance in satisfaction with organisational practices was clarified by the regression model consisting of recognition.

### 4.7.3 Hypothesis 3

#### **H 3: Management support would be positively related to satisfaction with organisational practices**

Subsequent, simple linear regression analysis was executed on the data to measure if, management support forecasts satisfaction with organisational practices. The outcome of regression analysis is presented in Table 4.32.

Table 4-32: Regression Analysis between Management support and satisfaction with organizational practices

Model	B	SE	Beta	t	P (Sig)	R	R <sup>2</sup>	ΔR <sup>2</sup>
<b>H 3: Management support would be positively related to satisfaction with organisational practices</b>								
						.522 <sup>a</sup>	.272	.271
(Constant)	1.527	.111		13.727	.000			
Management	.359	.028	.522	12.594	.000			

Table 4.32 above, it can be determined that the total score of management support is a significant forecaster of satisfaction with organisational practices ( $r_{\{df=426; p \leq .005\}} = 0.522$ , large effect). Management support produced an R<sup>2</sup> value of 0.27 for the prediction of satisfaction with organisational practices, indicating that 27.2% of the total variance in satisfaction with organisational practices is clarified by the regression model entailing management support.

#### 4.7.4 Hypothesis 4

##### **H 4: Remuneration would be negatively related to intention to quit**

Simple linear regression analysis was performed on the data to judge if, remuneration forecasts Intention to quit. The outcome of regression analysis is presented in Table 4.33.

Table 4-33: Regression Analysis between Remuneration and intention to quit

Model	B	SE	Beta	t	P (Sig)	R	R <sup>2</sup>	ΔR <sup>2</sup>
<b>H 4: Remuneration would be negatively related to intention to quit</b>								
						.163 <sup>a</sup>	.027	.024
(Constant)	4.539	.251		18.095	.000			
Remuneration	-.235	.069	-.163	-3.407	.001			

Table 4.33 above, it can be verified that the entire score of remuneration is a significant forecaster of Intention to quit ( $r_{\{df=426; p \leq .005\}} = 0.163$ , small effect). Remuneration produced an  $R^2$  outcome of 0.027 for the forecast of Intention to quit, indicating that 2.7 percent of the total variance in Intention to quit was explained by the regression model consisting of salary and benefits.

#### 4.7.5 Hypothesis 5

##### H 5: Recognition would be negatively related to intention to quit

Simple linear regression analysis was performed on the data to evaluate if, recognition forecasts Intention to quit. The outcome of regression analysis is presented in Table 4.34.

Table 4-34: Regression Analysis between recognition and intention to quit

Model	B	SE	Beta	t	P (Sig)	R	R <sup>2</sup>	$\Delta R^2$
<b>H 5: Recognition would be negatively related to intention to quit</b>								
						.402 <sup>a</sup>	.162	.160
(Constant)	5.426	.202		26.852	.000			
Recognition	-.568	.063	-.402	-9.041	.000			

Table 4.34 above, it can be determined that the overall score of recognition is a significant forecaster of Intention to quit ( $r_{\{df=426; p \leq .005\}} = 0.402$ , small effect). Recognition produced a  $R^2$  outcome of 0.162 for the forecast of intention to quit, signifying that 16 percent of the total variance in intention to quit was explained by the regression model consisting of recognition.

#### 4.7.6 Hypothesis 6

##### H 6: Management support would be negatively related to intention to quit

Simple linear regression analysis was executed on the data to evaluate if, management support forecasts “intention to quit”. The outcome of “regression analysis” is presented in Table 4.35.

Table 4-35: Regression Analysis between management support and intention to quit

Model	B	SE	Beta	t	P (Sig)	R	R <sup>2</sup>	ΔR <sup>2</sup>
<b>H 6: Management support would be negatively related to intention to quit</b>								
						.304 <sup>a</sup>	.093	.090
(Constant)	5.178	.234		22.154	.000			
Management	-.394	.060	-.304	-6.575	.000			

Table 4.35 above, it can be determined that the entire score of management support is a significant forecaster of intention to quit ( $r_{\{df=426; p \leq .005\}} = 0.304$ , very small effect). Management support produced an R<sup>2</sup> outcome of 0.093 for the forecast of intention to quit, indicating that 9.3 percent of the total variance in Intention to quit was explained by the regression model consisting of management support.

#### 4.7.7 Hypothesis 7

##### H 7: Satisfaction with organisational practices would be negatively related to intention to quit

The last simple linear regression analysis was performed on the data to measure if, satisfaction with organisational practices forecasts intention to quit. The outcome of regression analysis is presented in Table 4.36.

Table 4-36: Regression Analysis between satisfaction with organizational practices and intention to quit

Model	B	SE	Beta	t	P (Sig)	R	R <sup>2</sup>	ΔR <sup>2</sup>
<b>H 7: Satisfaction with organisational practices would be negatively related to intention to quit</b>								
						.306 <sup>a</sup>	.094	.092
(Constant)	5.372	.260		20.684	.000			
Satisfaction	-.577	.087	-.306	-6.629	.000			

Table 4.36 above, it can be determined that the total score of satisfaction with organisational practices is a significant predictor of Intention to quit ( $r_{df=426; p \leq .005} = 0.306$ , very minor effect). Satisfaction with organisational practices produced an  $R^2$  outcome of 0.094 for the forecast of intention to quit, indicating that 9.4 percent of the total variance in Intention to quit was explained by the regression model consisting of satisfaction with organisational practices.

#### 4.7.8 Summary of results

Variable 1	Variable 2	Hypothesis	Hypothesis outcome
Remuneration	Satisfaction with organisational practices	+ correlations	<b>Accepted</b>
Recognition	Satisfaction with organisational practices	+ correlations	<b>Accepted</b>
Management support	Satisfaction with organisational practices	+ correlations	<b>Accepted</b>
Salary & Benefits	Intention to Quit	- correlations	<b>Accepted</b>
Recognition	Intention to Quit	- correlations	<b>Accepted</b>
Management support	Intention to Quit	- correlations	<b>Accepted</b>
Satisfaction with organisational practices	Intention to Quit	- correlations	<b>Accepted</b>

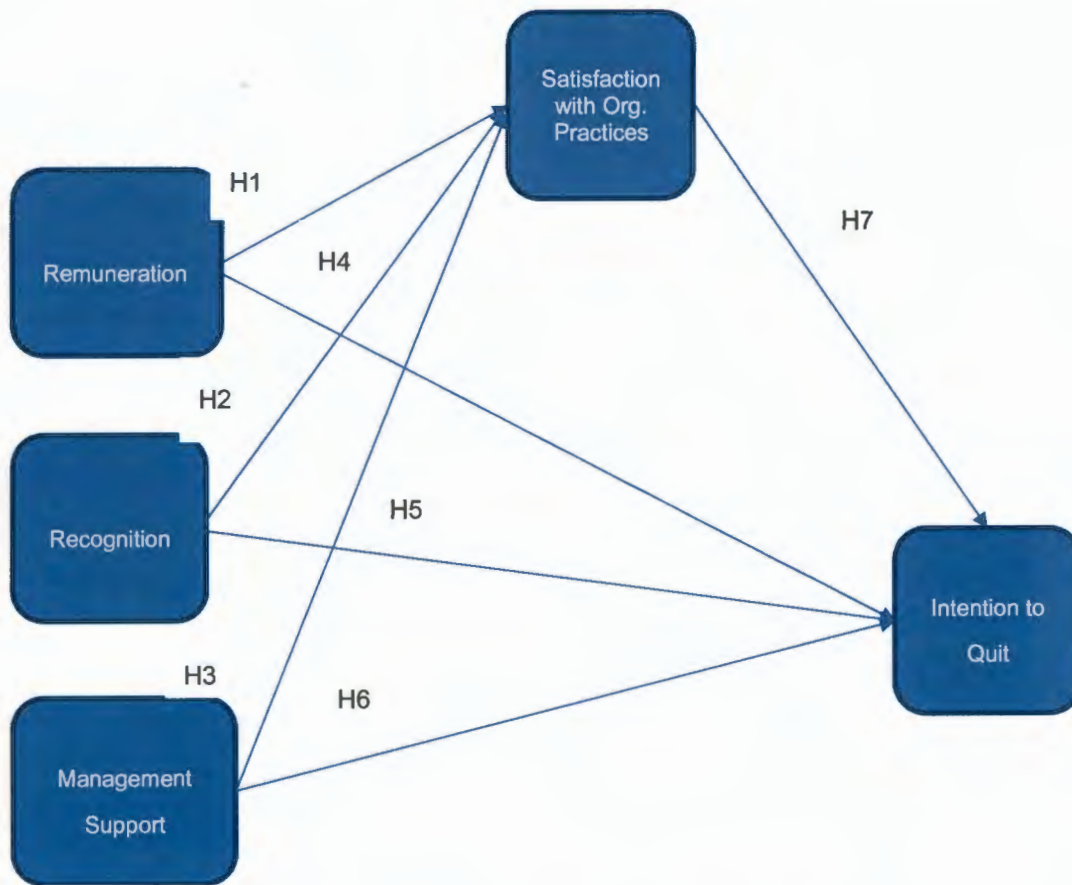
Table 4-37: Summary of results

Concluding the evidence outlined in the category 2, the outcomes of the statistical analysis of the connection between remuneration, recognition, management support, satisfaction with organisational practices and the intention to quit can be summarised as follows:

- There is a statistically substantial connection between the Remuneration and Satisfaction with organisational practices, the outcomes of a Simple Linear Regression analysis.

- Recognition is statistically important forecaster of satisfaction with organisational practices founded on results of a simple linear regression analysis.
- Founded on outcomes of a simple linear regression analysis there is a statistically important relationship between management support and satisfaction with organisational practices.
- Grounded on outcomes of a simple linear regression analysis it has been concluded that there is statistically significant connection among remuneration and the intention to resign.
- There is a statistically significant connection among recognition and the Intention to quit founded on the outcomes of a simple linear regression analysis.
- Simple linear regression analysis discovered that there is a statistically major association between management support and the intention to resign.
- The final simple linear regression analysis discovered that there is a statistically significant association among satisfaction with organisational practices and the intention to resign.

In Figure 4.9 underneath, the overall correlation coefficients are presented as achieved during the simple linear regression analysis of the data gathered from the research questionnaires.



**Figure 4-9: The Correlation Coefficients according to the Hypotheses**

#### 4.8 Conclusion

The chapter illustrates the results of the statistical analysis performed to measure the connection amongst results of the statistical analysis of the connection between remuneration, recognition, management support, satisfaction with organisational practices and the intention to quit. Summary of the statistical analysis applied in the study was specified beforehand; the outcomes of the statistical analysis measurements are shown. This was followed by illustration of the statistical discoveries for the correlations between the different models which were examined before finalizing the chapter.

The next chapter will cover a discussion of the effects of the statistical results offered in this chapter.

## CHAPTER 5: DISCUSSION OF FINDINGS

### 5.1 Introduction

To meet the objective of the present study, seven research hypotheses was formulated from the literature on the relationship between job satisfaction, organisational practices, recognition, management support, salary and benefits, and intention to quit, as well as earlier experiential studies. The research hypotheses were empirically verified using statistical data analysis techniques, the outcomes of which were discussed in the preceding chapter. This chapter provides a discussion of the results, together with recommendations.

The following section offers debate around the empirical proof correlated to the justification of the connection between job satisfaction, organisational practices, recognition, management support, salary and benefits and the Intention to quit.

### 5.2 Hypothesis 1: Remuneration would be positively related to satisfaction with organisational practices

The conclusions attained from the Simple Linear Regression Analysis completion, there is a significant relationship amongst remuneration, and job satisfaction. This connection was confirmed through the significant outcome of  $p = .000$ . It's confirmed that, remuneration is a great determinate to the forecaster, satisfaction, at  $t = 8.426$ . As the  $t$  outcome is a positive number, it's decided that remuneration, and job satisfaction has a positive connection, when remuneration increases, job satisfaction will also increase. The relationship is proven by Price (2001) that when workers obtain benefits and remunerations, there will be organisationally committed as well as experiencing high job satisfaction.

### **5.3 Hypothesis 2: Recognition would be positively related to satisfaction with organisational practices**

The conclusions attained from the Simple Linear Regression Analysis finalisation, pronounces a significant association among recognition and job satisfaction. This connection was established through the significant outcome of  $p = .000$ . It's specified that, recognition is an incredible determinate to the forecaster, satisfaction, at  $t = 14.388$ . As the  $t$  outcome is a positive number, it's resolved that recognition and job satisfaction have a positive connection, as when recognition increase, job satisfaction will also increase. The connection is demonstrated by Price and Meuller Model (1981) that contributing in job related decisions, having close networks working for the same company, being knowledgeable about profession related problems, being fairly remunerated and being afforded an opportunity to be promoted increase job satisfaction (Price, 2001). Making job related decisions and being afforded an opportunity to be promoted can be summarised as recognition in one word

### **5.4 Hypothesis 3: Management support would be positively related to satisfaction with organisational practices**

The results acquired after Simple Linear Regression Analysis completion, confirms a significant connection among management support and job satisfaction. This relationship was established through the significant outcome of  $p = .000$ . It's quantified that, recognition is remarkable contributor to the forecaster, satisfaction, at  $t = 12.594$ . As the  $t$  outcome is a positive number, it's concluded that management support and job satisfaction have a positive correlation, as when management support increase, job satisfaction will also increase. Hall (2005) acknowledges that a worker's major necessity has less to do with remuneration, and more to do with the manner, in which he/she is preserved and respected which, generally rest on the direct supervisor or manager.

#### **5.5 Hypothesis 4: Remuneration would be negatively related to intention to quit**

The outcomes gained from Simple Linear Regression Analysis, pronounces a significant connection between remuneration, and the Intention to quit. This connection is verified through the significant outcome of  $p = .001$ . It's specified that remuneration is an exceptional determinate to the forecaster, intention to quit, as  $t = -3.407$ . As the  $t$  outcome is a negative number, it's resolved that remuneration, and intentions to quit have an inverse relationship, as when remuneration increase, Intention to quit will decrease and vice versa. The relationship was proven by Khatri and Fern (2001) substantiate by the view of Price (2001) that remuneration is considered as one of the most critical factor influencing employee turnover.

#### **5.6 Hypothesis 5: Recognition would be negatively related to intention to quit**

The conclusions attained from the Simple Linear Regression Analysis completion, pronounces a significant connection between recognition and the intention to quit. This connection is verified through the significant outcome of  $p = 0.000$ . It's specified that; recognition is an exceptional determinate to the forecaster, intention to quit, as  $t = -9.041$ . As the  $t$  outcome is negative number, it's resolved that recognition, and intention to quit has an inverse relationship, as when recognition increase, Intention to quit will decrease and vice versa. According to DeConinck and Bachmann (1994), in the four investigations they have piloted to test the correlation between job tenure and turnover, they have acknowledged that relationships ranged between  $-12$  to  $-35$ , consequently proposing that workers with more highly graded occupations or highly recognised are less likely to resign than employees with low grades.

### **5.7 Hypothesis 6: Management support would be negatively related to intention to quit**

The outcomes gained from Simple Linear Regression Analysis, pronounces a significant connection among management support and the intention to quit. This relationship was verified through the significant outcome of  $p = 0.000$ . It's specified that; recognition is an excellent contributor to the forecaster, intention to quit, as  $t = -6.575$ . As the  $t$  outcome is a negative number, it's concluded that management support, and intention to quit have an inverse relationship, as when management support increases, Intention to quit will decrease and vice versa. This relationship is discussed through the studies completed as detailed in Chapter 2's Literature assessment. In the Literature review it specify that if the company is losing talented employees, management is obliged to look at their direct supervisors or manager for answers, she/he is the cause employees remain and flourish in an company or resign, leaving with their experience and acquaintances (Hall, 2005).

### **5.8 Hypothesis 7: Satisfaction with organisational practices would be negatively related to intention to quit**

The conclusions achieved from the Simple Linear Regression Analysis finalised, articulate a significant connection between satisfaction with organisational practices and the intention to quit. This connection was substantiated through the significant outcome of  $p = 0.000$ . It's specified that satisfaction with organisational practices is a superb contributor to the forecaster, Intention to quit, as  $t = -6.629$ . As the  $t$  outcome is a negative number, it's decided that satisfaction with organisational practices and Intention to quit have an inverse relationship, as when satisfaction with organisational practices increases, Intention to quit will decrease and vice versa. According to Popoola (2005) is that the lesser the turnover intentions of employees, the more employees are fulfilled with their employments that is substantiated by Dickter, Roznowski and Harrison (1996) that recognises that job satisfaction functions as a key psychological forecaster in most voluntary turnover researches.

## **5.9 Conclusion**

This section delivered a complete discussion of the seven research hypotheses which were constructed on accessible literature assessment on the relationship between job satisfaction, organisational practices, recognition, management support, salary and benefits and the Intention to quit. To explore the research objectives, the seven research hypotheses were empirically tested using the statistical data methods accessible in Chapter 4. Using this empirical data, the investigator embarked on a discussion of the empirical outcomes attained, and what the consequences of these outcomes were for the research hypotheses.

The succeeding chapter shall deliver an outline of the research study completely; deliberate the conclusions and potential future research capacities related with the study.

## CHAPTER 6: CONCLUSION AND RECOMMENDATIONS

### 6.1 Introduction

This chapter will provide a summary of the research. The major findings gleaned from the literature are provided, together with an outline of the empirical results of the present study. The limitations of the study are discussed, and recommendations for future studies are made.

### 6.2 Purpose of the study

The purpose of the present study was to examine the connections among the following factors: job satisfaction, organisational practices, recognition, management support, and salary and benefits on the turnover intent of Eskom North-West Province employees.

### 6.3 Research Objectives

The purpose of the study is to examine the relationship between job satisfaction, organisational practices, recognition, management support, and remuneration on the turnover intent of staff at Eskom Distribution North-West Province.

- *Remuneration* would be positively related to *Satisfaction with organisational practices*;
- *Recognition* would be positively related to *Satisfaction with organisational practices*;
- *Management support* would be positively related to *Satisfaction with organisational practices*;
- *Remuneration* would be negatively related to *Intention to quit*;
- *Recognition* would be negatively related to *Intention to quit*;
- *Management support* would be negatively related to *Intention to quit*; and
- *Satisfaction with organisational practices* would be negatively related to *Intention to quit*.

## 6.4 Conclusions made from the results

This section outlines the deductions made from the results, coupled with conclusions gleaned from the literature.

- **Remuneration would be positively related to Satisfaction with organisational practices:** The empirical data verified that remuneration is positively related to job satisfaction. It is therefore suggested that Eskom offer competitive remuneration to retain its employees. Reward is not only measured in monetary value only, and money is not all that talented employees want (Craft, 2008). According to Cran (2008), of the top ten considerations that are vital to talented employees, money is in fourth position. The most significant factors for talented employees are: (1) experiencing challenging tasks, (2) a transparent and truthful organisation, and (3) credit for efforts. Additionally, talented employees place a high value on recognition in the form of family leave, flexible working hours, and time off.
- **Recognition would be positively related to Satisfaction with organisational practices:** The results of the present study indicate that recognition is directly and positively related to job satisfaction. Recognition keeps workers self-confident and passionate. The elementary objective of recognition is to outline a tool to compensate and share it to the employees, so that they can relate their incentive to their performance which will eventually leads to workers job satisfaction. The degree of inspiration of workers rises when workers receive an unforeseen rise in recognition.
- **Management support would be positively related to Satisfaction with organisational practices:** The results of the present study indicate that management support is directly and positively related to job satisfaction. Hall (2005) stated that a worker's satisfaction is related to, not remuneration, but the manner in which he/she is treated by his/her direct supervisor or manager.

- ***Remuneration and recognition would be negatively related to Intention to quit:*** The results of the present study show that remuneration and recognition are linked to turnover via job satisfaction. *Remuneration and recognition* is an excellent forecaster of employee turnover. When workers are dissatisfied with their salary and benefits, and their efforts are not recognised, they will search for other employment opportunities.
- ***Management support would be negatively related to Intention to quit:*** The relationship of worker and supervisor or manager plays significant part in formulating turnover. Supervisors or managers must attempt to create an encouraging environment, where workers are allowed to learn from their mistakes. Furthermore, employees should be praised for excellent performance. Supervisors or managers must hold employees responsible for their performance in a fair and transparent manner. They should provide criticism and encourage reflection and learning.
- ***Satisfaction with organisational practices would be negatively related to Intention to quit:*** The results of the present study show that Satisfaction with organisational practices plays a role in determining turnover intent. Job satisfaction has a direct, negative effect on turnover intentions. Job satisfaction is achieved when an employee is enjoying and feeling confident about his or her job. Job satisfaction can be regarded as a level to which individuals like their employments. Job satisfaction can be impacted by several aspects, for illustration, organisational commitment that degree of fulfilment in their work and organisational objective, goals, style and philosophy. Eskom and other organisations must observe workers' attitudes regarding discontent with their occupations and commitment to the company. They must determine the reason personnel display certain attitudes. For instance, if the root cause of discontent is something which the company can remedy, a strategy is executed immediately to retain talented employees.

## 6.5 Limitation

A limitation the present study was that, it did not consider all the aspects that contribute to intent to quit. It only considered job satisfaction, organisational practices, recognition, management support, and salary and benefits.

## 6.6 Recommendations for future research

The results of this study provide insight into the relationships among job satisfaction, organisational practices, recognition, management support, salary and benefits, and intention to quit. More research is required to discover the level of the relationships and the effects thereof on organisations. It is recommended that future research include other determinants with regard to intention to quit, such as cultural diversity, promotional prospects, task characteristics, and work-related stress. This will provide a comprehensive and broader model for explaining intention to resign.

## 6.7 Implications for management

From the findings, the following recommendations are for Eskom Distribution, North-West Province

- Management must ensure ample prospects for professional development in the company. Opportunities for professional development will help employees become competent and be fulfilled in their work.
  
- Management must consider internal staff when vacant positions are available. Specific and measurable requirements should be set for a vacancy, and should be communicated to staff. Eskom must implement a performance standard for workers to measure employee performance. Employees must receive regular, appropriate feedback on their performance, and must feel adequately challenged by their jobs (Mathis and Jackson, 2007).

- Eskom must improve working conditions in the company. The work environment must be conducive to employees' occupational health and safety. When a hostile work environment remains unresolved by management, workers will be inclined to resign (Del Val and Fuentes, 2003).
  
- Eskom must include personnel in decision-making processes and dispute resolution, which can be facilitated by their union representatives.
  
- Eskom must offer recognition, salaries, and benefits that attract talented workers in order to improve productivity. Remuneration should be aligned with accountabilities, which would inspire workers to improve their individual performance.

## 7. LIST OF REFERENCE

- Allen, N.J., and Meyer, J.P. (1997). *Commitment in the work place: Theory, research and application*. Thousand Oaks: Sage Publications.
- Balsam, S., Gifford, R., and Kim, S. (2007): *Stock Option and Employee Turnover. Review of Accounting and Finance*, Vol. 6, No. 1
- Baron, R. (1985). *Understanding human relations: A Practical Guide to People at Work*. Boston: Allyn and Bacon.
- Bateman, T.S., and Strasser, S. (1984). A longitudinal analysis of the antecedents of organisational commitment. *Academy of Management Journal*, Vol. 27, pp. 95-112.
- Bergeron, C. (2004). Build a talent strategy to achieve your desired business results. *Handbook of business strategy* Vol.3 No 3, pp 133-139
- Boshoff, C., and Amolts, C. (2005). Some of the antecedents of employee commitment and their influence on job performance: a multi foci study. *South African Journal of Industrial Psychology*, Vol. 26, No. 4, pp. 125-135.
- Buck, J.M., and Watson, J.L.( 2002). Retaining staff employees: the relationship between human resources management strategies and organisational commitment. *Innovative Higher Education*, Vol. 26, No. 3, pp. 175-193.
- Camp, S. (1994). Assessing the effects of organisational commitment and job satisfaction on turnover: An event history approach. *The Prison Journal*, Vol. 74, pp. 279-305.
- Chiu, R.K., and Fransesco, M.N.(2003). Disposal traits and turnover intention: examining the immediate role of job satisfaction and effective commitment. *International Journal of Manpower*, Vol. 24, No. 3, 284-298.

Cohen, J. (1988). *Statistical power analysis for the behavioural sciences (2nd ed.)*. New York: Academic Press.

Collis, J., and Hussey, R. (2003). *Business Research: A Practical Guide for Undergraduate and Postgraduate Students, (2nd Edition)*, New York: Palgrave Macmillan.

Cresswell, J. W. (2009). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches (3rd ed.)*. Thousand Oaks: Sage Publications.

Curry, J., Wakefield, D., Price, J., and Mueller, C. (1986). On the causal ordering of job satisfaction and organisational commitment. *Academy of Management Journal*, Vol. 29, pp. 847-858.

Deconinck, J.B., and Bachmann, D.P. (1994). Organisational commitment and turnover intentions of marketing managers. *Journal of Applied Business Research*, Vol. 10, No. 3, pp. 87-95.

Del Val, M.P., and Fuentes, C.M. (2003). Resistance to change: A literature review and empirical study. *Management Decision*, 41(2), 148–155.

Dictier ,D., Roznowski, M., and Harrison, D. (1996). Temporal tempering: An event history analysis of the process of voluntary turnover. *Journal of Applied Psychology*, Vol. 81, pp. 705-716.

Dipboye, R.L., Smith, C.S., and Howell, W.C. (1994). *Understanding an Industrial and Integrated organisational Approach Psychology*, FortWorth, TX. Harcourt Brace College Publishers

Eskom,(2015).Available-from:

<http://www.eskom.co.za/OurCompany/CompanyInformation/Pages/CompanyInformation.aspx>.

[04 December 2015]

Farkas, A.J. and Tetrick, L.E. (1989). A three-wave longitudinal analysis of the causal ordering of satisfaction and commitment on turnover decisions. *Journal of Applied Psychology*, Vol. 6, pp. 855-68.

Field, A. (2009). *Discovering statistics using SPSS (3rd ed.)*. London: Sage.

Flint, D. Haley, L.M., and McNally, J.J. (2013). Individual and organizational determinants of turnover intent. *Personnel Review*, Vol 52, No 7, pp 552-572

Frank, F.D., Finnegan, R.P., and Taylor, C.R. (2004). The race for talent. Retaining and engaging workers in the 21<sup>st</sup> century. *Human Resource Planning* Vol. 27 No 3.

George, J.M. (1989). Mood and absence. *Journal of Applied Psychology*, Vol. 74, pp.317-324.

Greener, S. (2008). *Business Research methods*, London: Ventus Publishing ApS

Hackett, R.D., Bycio, P., and Hausdorf, P.A. (1994). Further assessments of Meyer and Allen's (1991) three component model of organisational commitment. *Journal of Applied Psychology*, Vol. 79, No. 1, pp. 15-24.

Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis: a global perspective (7th Ed ed.)*. New Jersey: Pearson Education.

Hall, P. (2005). Brain drains and brain gains: causes, consequences and policy. *International Journal of Social Economics*, Vol. 32, No.11.

Harhara, A.S., Singh, S.K., and Hussain, M. (2015). Correlates of employee turnover intentions in oil and gas industry in the UAE. *International journal of organisational analysis*, Vol.23, No. 3, pp 493-504

Hater, J.K., Schimidt, F.L., and Hayes, T.L. (2002). Business unit level relationship between employee satisfaction, employee engagement and business

outcomes: a meta analysis. *Journal of Applied Psychology*, Vol. 87, No. 2, pp. 268-279.

Hwang, I., and Kuo, J. (2006). Effects of job satisfaction and perceived alternative opportunities on turnover intentions. An examination of public sector organisations. *The Journal of American Academy of business*, Vol. 81, No. 2, pp. 254-259

Iverson, R. (1999). An event history analysis of employee turnover: The case of hospital employees in Australia. *Human Resource Management Review*, Vol. 9, No.4, pp. 397-418

Jaros, S.J. (1995). An assessment of Meyer and Allen's 1991 three component model of organisational commitment and turnover intentions. *Academy of Management Journal*. Vol. 79, pp. 317-321.

Khatri, N., and Fern, C. (2001). Explaining employee turnover in an Asian context. *Human Resource Management Journal*, Vol. 11, No. 1

Koh, H.C., and Goh, C.T. (1995). An analysis of factors affecting turnover intention of non managerial clerical staff: A Singapore study. *The International Journal of Human Resource Management*, Vol. 61, No. 1, pp. 103-125.

Lambert, E. (2001). To stay or quit: A review of the literature on correctional staff turnover. *American Journal of Criminal Justice*, Vol. 26, pp. 61-76.

Lambert, E.G. (2006). I want to leave: a test of a model of turnover intent among correctional staff. *Applied Psychology in Criminal Justice*, Vol. 2, No. 1

Lance, C.E. (1991). Evaluation of a structural model relating job satisfaction, organisational commitment, and precursors to voluntary turnover, *Multivariate Behavioural Research*, Vol. 1, pp. 137-62.

Leedy, P. D., & Omrod, J. E. (2010). *Practical research: planning and design* (9th ed ed.). Upper Saddle River: Pearson Education.

Lewis, R.E., Heckman, R.J. (2006). Talent management: A critical review. *Human resources management review* 16

Locke, E.A. 1975. Personnel attitudes and motivation. *Annual Review of Psychology*, Vol. 25, pp. 457-480.

Lommel, J. (2004). Turning around turnover. *Corrections Today: Criminal Justice Periodical*, Vol. 66, No. 5

Mathieu, J.E., and Zajac, D. (1990). A review of meta-analysis of the antecedence, correlates, and consequences of organisational commitment. *Psychology Bulletin*, Vol. 108, pp. 171-194.

Mathis, R.B., and Jackson, J.H. (2007). *Human Resource Management*. 10<sup>th</sup> Edition. Singapore: Thomson Asia Pty Ltd.

Meyer, J.P. (1997). Organisational commitment, in Cooper, C.L. and Robertson, I.T. (Eds), *International Review of Industrial and Organisational Psychology*, Vol. 12, pp. 175-228.

Meyer, J.P., Stanley, D.J., Herscovitch, L., and Topolnytsky ,L. (2002). Affective, continuance, and normative commitment to the organization: a meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behaviour*, Vol. 61, pp. 20-52.

Meyer, J.P., Allen, N.J., and Srnith, C.A. (1993). Commitment to organizations and occupations: Extention nad test of a three component model. *Journal of applied Psychology*, Vol.78, pp538-551

- Miller, O.J. (1996). *Employee turnover in public sector*. New York: Garland.
- Mobley, W., Griffeth, R., Hand, H., and Meglino, B. (1979). Review and conceptual analysis of the employee turnover process. *Psychological Bulletin*, Vol. 86, pp. 493-522.
- Mowday, R., Porter, L., and Steers, R. (1982). *Employee-organization linkages: The Psychology of Commitment, Absenteeism and Turnover*. New York: Academic Press.
- Naisbitt, J., and Aburdene, P. (1985). *Reinventing the corporation*. New York: Warner Books.
- Okpara, J.O. (2006). Gender and the relationship between perceived fairness in pay, promotion, and job pay and job satisfaction in sub Sahara African economy. *Woman in management review*. No.21, Vol.3, pp224-240
- Samad, S. (2006). Predicting turnover intentions: the case of Malaysian doctors. *Journal of American Academy of Business Cambridge*, Vol. 8, No. 2, pp 113-119
- Sagie, A. (1998). Employee absenteeism, Organisational commitment and job satisfaction: Another look. *Journal of Vocational Behaviour*, Vol.52, pp. 156-171.
- Saunders, M., Lewis, P., and Thornhill, A. (2009). *Research Methods for Business Students*. 5th Edition. New York: Pearson Education.
- Schyns, B. (2007). Are group consensus in leader-member exchange (LMX) and shared work values related to organisational outcomes. *Small Group Research*, Vol.37, No.1, pp. 20-35.
- Somers, M. (1995). *Organisational commitment, turnover and absenteeism: an*

examination of direct and interaction effects. *Journal of Organisational Behaviour*, Vol. 16, pp. 49-58.

Robbins, S.P., and Decenzo, D.A. (2001). *Fundamentals of Management*. 3<sup>rd</sup> Edition. New Jersey: Prentice-Hall.

Roseman, E. (1981). *Managing employee turnover: A positive approach*. New York: Amacom.

Roznowski, M., and Hulin, C. (1992). The scientific merit of valid measures of general constructs with special reference to job satisfaction and job withdrawal. *Journal of job satisfaction*. Vol. 74, pp 123-163

Spector, P. (1996). *Industrial and Organisational Psychology: Research and Practice*. New York: John Wiley.

Stevens, J.M., Beyer, J.M., and Trice, H.M. (1978). Assessing personal, role and organisational predictors of managerial commitment, *Academy of Management Journal*, Vol. 21, pp. 380-96.

Page, C., Meyer, D. (2005). *Applied research design for business management*. Australia : McGraw-Hill

Pallant, J. (2005). *SPSS Survival manual* (2nd ed. ed.). United Kingdom: Open University Press.

Papoola, S.O. (2005). Organisational commitment, job satisfaction and turnover intentions among records management personnel in Ondo State civil service, Nigeria. *Psychology*, Vol IA, pp. 24-38.

Price, J.L., and Mueller, C.W. (1981). A causal model of turnover for nurses. *The Academy of Management Journal*, Vol. 24 No.3 pp. 542 – 565



Price, J.L. (2001). Reflections on the determinants of voluntary turnover. *International Journal of Manpower*, Vol. 22, No.7, pp 600-624

Tett, R.P., and Meyer, J.P. (1993). Job satisfaction, organisational commitment, turnover intention, and turnover: Path analysis based on meta analytic findings. *Personnel Psychology*, Vol. 46, No. 2, pp. 259-293.

Trevor, C.O. (2001). Interactions among actual ease of movement determinants and job satisfaction. *Academy Management of Journal*, Vol. 44, No. 4, pp. 621-638.

Wasti, S.A. (2003). Organisational commitment, turnover intentions and the influence of cultural values. *Journal of Occupational Psychology*, Vol. 76, pp. 303-321.

White, W.R. (2001). An investigation and analysis of voluntary employee turnover in an industrial setting. Unpublished Doctor of philosophy. United states of America: Walden University.

Whitener, E. and Walz. (1993). Exchange theory determinants of affective and continuance commitment and turnover. *Journal of Vocational Behaviour*, Vol. 42, pp. 259-295.

Williams, L.J. and Hazer, J.T. (1986). Antecedents and consequences of satisfaction and commitment in turnover models: A reanalysis using latent variable structural equation methods, *Journal of Applied Psychology*, Vol. 71, pp. 219-31.

# APPENDICES

## APPENDIX A-Data Collection Instrument

	<b>Employee Retention Survey</b>	
<b>SOE</b>		

**DEMOGRAPHICS**

Please complete the following demographic information by selecting the appropriate response

<b>What is your age?</b> <input type="radio"/> <30 <input type="radio"/> 31-40 <input type="radio"/> 41-50 <input type="radio"/> 51-60 <input type="radio"/> >60	<b>What is your gender?</b> <input type="radio"/> Male  <input type="radio"/> Female	<b>What is your Race?</b> <input type="radio"/> Black <input type="radio"/> Indian <input type="radio"/> Coloured <input type="radio"/> White <input type="radio"/> Other	<b>What is your TASK grade</b> <input type="radio"/> T2-T13 <input type="radio"/> T14-T18 <input type="radio"/> E-band and above
<b>How many years in Eskom service?</b> <input type="radio"/> 0-5 years <input type="radio"/> 6-10 years <input type="radio"/> 11-15 years <input type="radio"/> >15 years	Please indicate which section you are in? _____ _____	<b>Area you are in?</b> <input type="radio"/> Urban <input type="radio"/> Rural <input type="radio"/> Semi-rural	<b>Qualification?</b> _____ _____

The purpose of this survey is to determine the factors that may influence you to stay at your organisation. Please complete all the statements as it applies to you in Sections A, B and C

**Section A: FACTORS THAT WOULD ENCOURAGE YOU TO STAY**

Cross one of the six categories from *Strongly disagree* (1) to *Strongly agree* (6) for each statement as it applies to you:

Statements		Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
		1	2	3	4	5	6
1	My basic salary is adequate	1	2	3	4	5	6
2	My medical aid benefits are adequate	1	2	3	4	5	6
3	My pension benefits are adequate	1	2	3	4	5	6
4	I am praised and thanked for the work that I do	1	2	3	4	5	6
5	I am fairly compensated for the work that I do	1	2	3	4	5	6
6	The bonus structure is fair	1	2	3	4	5	6
7	The incentives and benefits make my job worthwhile	1	2	3	4	5	6
8	The bonus structure reflects my contribution to the organisation	1	2	3	4	5	6
9	I get adequate emotional recognition for the work that I do	1	2	3	4	5	6

Any additional comments regarding your current compensation and recognition at your organisation

**SECTION B: RELATIONSHIP WITH MANAGER/SUPERVISOR**

**How would you rate your relationship with your supervisor/manager or direct line manager?**

Cross one of the six categories from *Strongly disagree* (1) to *Strongly agree* (6) for each statement as it applies to you:

	Statements	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
		1	2	3	4	5	6
1	I trust my direct line manager	1	2	3	4	5	6
2	I can communicate easily with my line manager	1	2	3	4	5	6
3	My line manager has my best interests at heart	1	2	3	4	5	6
4	Other people in our team work well with this line manager	1	2	3	4	5	6
5	My line manager supports my individual career development	1	2	3	4	5	6
6	My line manager conducts regular performance appraisals	1	2	3	4	5	6
7	My line manager conducts fair performance appraisals	1	2	3	4	5	6

Any additional comments regarding your current relationship with your line manager at your organisation

What does your organisation need to do to keep you as an employee?

**SECTION C: FACTORS THAT MAY INFLUENCE YOUR INTENTION TO LEAVE**

**C1 JOB SEARCH**

Have you ever looked for another job? Please choose the appropriate answer below by ticking in the box next to it.

1	Yes, in the same organisation in a different section	
2	Yes, applied for a promotion in the same organisation	
3	Yes, in another organisation	
4	Yes, but only placed my CV on the web	
5	No, but I have been headhunted by another organisation	
6	No, but I have been approached by a recruiting agency	

If you have answered yes to any of the above options please specify why

--

**C2 REASONS TO LEAVE**

If you ever think of leaving your organisation what would be the most likely reasons? (Please choose your top 5 reasons)

1	Unhappy about financial compensation	
2	Unhappy about company policies	
3	Unhappy about career development opportunities	
4	Unhappy about training opportunities	
5	Unhappy about the job itself	
6	Unhappy about the number of hours I am required to work	
7	Unhappy about the people I have to work with	
8	Would leave for a promotion	
9	Would leave for more pay in another company	
10	Would leave for a job closer to home	
11	Would leave for a career change	
12	Would leave to start my own business	
13	Retirement	
14	Would only leave if I was retrenched	
15	Would leave for ill health/ disability	
16	Would leave for personal reasons such as family responsibility	
17	Would leave if my spouse was transferred	
18	Would leave to study further	

Does the organisation need to make any changes in order to keep talented employees? If yes, please specify

--

### C3 SATISFACTION FACTORS

To what extent are you satisfied with the following factors in your organisation?

Statements		Not at all	To a little extend	To moderate extend	To a high extend	All the time
		1	2	3	4	5
1	Sufficient access to information I need to do my job	1	2	3	4	5
2	Support from the HR department	1	2	3	4	5
3	Changes and restructuring in the organisation	1	2	3	4	5
4	Affirmative action	1	2	3	4	5
5	Sufficient cultural diversity in the organisation	1	2	3	4	5
6	Sufficient respect for my culture in the organisation	1	2	3	4	5
7	Organisational leadership	1	2	3	4	5
8	Organisational values	1	2	3	4	5
9	Organisational strategy	1	2	3	4	5
10	Communication from leadership	1	2	3	4	5
11	Talent management policies in the organisation	1	2	3	4	5
12	Mentorship opportunities for staff	1	2	3	4	5
13	Funding to attend conferences from the organisation	1	2	3	4	5

Please elaborate on the issues above that you are extremely dissatisfied with where applicable.

**C4 YOUR INTENTION TO LEAVE**

Listed below are statements that reflect your intention to leave the organisation in the near future. Please indicate the degree of your agreement or disagreement with each statement by crossing out the answer that best represents your point of view.

**Cross one of the six categories from *Strongly disagree* (1) to *Strongly agree* (6) for each statement as it applies to you:**

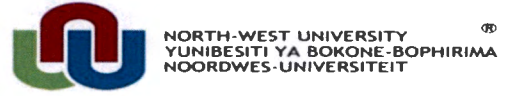
Statements		Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
		1	2	3	4	5	6
1	I think a lot about leaving the organization.	1	2	3	4	5	6
2	I am currently searching for employment outside this organization.	1	2	3	4	5	6
3	When possible, I will leave the organization.	1	2	3	4	5	6

**What motivates you to stay at your current organisation?**

**Would you recommend your current organisation to a friend looking for a job?**

**Thank you for your time and participation**

**APPENDIX B-Informed Consent Form**



Faculty of Commerce & Administration

School of Business and Governance

Mafikeng Campus

**EXPLORING FACTORS AFFECTING TALENT RETENTION IN A SOE  
(ESKOM DISTRIBUTION-NORTH WEST PROVINCE)**

Research conducted by:

Mr N Kwaeng (26870827)

Email: kwaengpn@eskom.co.za

Cell: 079 4911 746

Date.....

Dear Participant

You are invited to participate in an academic research study conducted by Neo Kwaeng, Master's in Business Administration (MBA) student from the North-West University School of Business and Governance at the Mafikeng Campus.

The purpose of the study is to explore factors affecting talent retention in a SOE (Eskom Distribution-North West province). You are requested to please complete the attached questionnaire comprising three sections A, B and C.

Please note the following:

- This is an anonymous study survey as your name will not appear on the questionnaire. The answers you give will be treated as strictly confidential as you cannot be identified in person based on the answers you give.
- Your participation in this study is very important to us. You may, however, choose not to participate and you may also stop participating at any time without any negative consequences.
- Please answer the questions in the attached questionnaire as completely and honestly as possible. This should not take more than 20 minutes of your time.
- The results of the study will be used for academic purposes only and may be published in an academic journal. We will provide you with a summary of our findings on request.
- Please contact my study leader, Prof. N Barkhuizen at I No. 0183892652 or by email nicolene.barkhuizen@nwu.ac.za if you have any questions or comments regarding the study.

Please indicate that:

- You have read and understand the information provided above.
- You give your consent to participate in the study on a voluntary basis. (Please tick)

YES
-----

**APPENDIX C-Language editing certificate**

*Teresa Kapp*

**Language Services**

**082 789 7878**

**[tekapp@mweb.co.za](mailto:tekapp@mweb.co.za)**

This serves to certify that the document

**Exploring factors affecting talent retention in an SOE  
(Eskom Distribution Division, North-West Province)**

by

**Petrus Neo Kwaeng**

was duly edited by me.

I am an accredited editor with the University of Johannesburg, and my clients include Absa, FNB, Takelaot, and many universities in South Africa and Namibia.

**Please note that all editing is done in *Track Changes*, and I therefore have no control over what is accepted or rejected by the author.**

Should there be any queries, please contact me on the number provided above.

*Teresa Kapp*

07 December 2016