

**The development and implementation of retention strategy in the
Department of Health North West Province**

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degree Masters of Business Administration at the Mafikeng campus of
Northwest University**



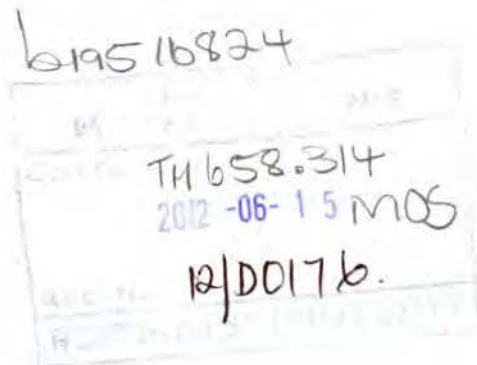
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Abstract

This study highlights the importance of retaining employees and indicates how strategies can effectively, efficiently and economically affect the Department of Health. Employees are looking for an opportunity to learn on the job, learn from the more experienced, in good working conditions, rewarded accordingly financially or otherwise and if that opportunity is not there they may look for better opportunities. Areas examined include strategies and theories that have historically been identified and used to retain personnel as well as current data pertaining to employee retention and indicators that show whether the organisation has a strong retention strategy in place. The research method was quantitative and the general design of the study is analytical, as the researcher analysed the data collected from the respondents. The tool used in the collection of data, was a questionnaire. The population that was targeted was from the Department of Health. Forty respondents participated in this study. The study revealed that there are currently used strategies for retention but they are not effective enough, there are areas that need management attention such as remuneration and lack of resources. The study results shows that all the respondents do not have the right tools to do their job, furthermore half of them are not financially rewarded in accordance with their contribution and performance.

TABLE OF CONTENTS

Acknowledgements	ii
Abstract	iii
Table of contents	iv
List of Tables	vii
List of Figures	viii
Chapter 1: Orientation	1
1.1 Introduction	1
1.2 Background and Context	2
1.3 Problem statement	3
1.4 Research Objectives	4
1.5 Importance/Significance of the Study	4
1.6 Research design and Methodology	5
1.7 Ethical Requirements	5
1.8 Layout of Study	5
1.9 Conclusion	5
Chapter 2: Literature review	6
2.1 Introduction	7
2.2 Definitions	7
2.3 Retention Strategy	7
2.4 Job Satisfaction	11
2.4.1 Job Satisfaction and retention of nurses in the South African Labour Market	13
2.5 Training and development	15
2.6 Career development	15
2.7 Organisational Culture	16
2.8 Management Strategy	16
2.9 Turnover Rates	17

2.9.1 Understanding Turnover Costs	19
2.9.2 Turnover analysis to diagnose the extent to which Turnover is a problem	21
2.10 Communication	22
2.11 Exit Interview	23
2.12 Research Questions	24
2.13 Conclusion	24
Chapter 3: Methodology	25
3.1 Introduction	25
3.2 Types of Research	25
3.2.1 Qualitative and Quantitative research	25
3.2.2 Research Method Used in this dissertation	26
3.3 Data Required	27
3.3.1 Data Collection Methods	27
3.3.2 Methods of Collection of Primary Data	27
3.3.3 Survey Method	28
3.3.4 Sampling Method	28
3.3.5 Correlation study	29
3.3.6 Test of Correlation	29
3.3.7 Questionnaires	29
3.3.8 Types of Data	29
3.3.9 Types of Variables	30
3.4 Ethical Considerations Pertaining to the Study	32
3.5 Conclusion	32
Chapter 4: Data discussion	33
4.1 Introduction	33
4.2 Return rate	34

4.3 Demographics of the Respondents	34
4.4 Information about the Risk and the Type of Work being Done on Risk	38
4.5 Measurement of Association	42
4.6 Conclusion	44
Chapter 5: Conclusions and recommendations	45
5.1 Introduction	45
5.2 Summary	46
5.3 Response to research questions	46
5.3.1 What are the incentives, from individual's perspectives, that are the most productive in adding efforts to keep employee in their positions?	47
5.3.2 Are the strategies that are being used or should be used by organisations to retain valuable personnel and remain competitive?	47
5.3.3 Are exit interviews conducted?	47
5.3.4 Is there a Connection between the Health Individuals, Health Co-workers and the Health Supervisor?	47
5.4 Limitations	48
5.5 Recommendations to management	48
5.6 Future research	48
5.7 Conclusion	49
References	50
Appendix A - Matrix	56
Appendix B – Table of Construction	60
Appendix C - Questionnaire	63
Appendix D - Correlation	66

List of Tables

Table 2.1	Five common misconceptions about employee Turnover	18
Table 2.2	Voluntary Turnover Cost and Benefits	20
Table 3.1	Difference between Qualitative and Quantitative Research	26
Table 4.1a	Correlation	66
Table 4.2b	Correlation	68

List of Figures

Figure 4.1	Job status of respondents	34
Figure 4.2	Age	35
Figure 4.3	Gender	35
Figure 4.4	Grew up in	36
Figure 4.5	Region of Respondent	36
Figure 4.6	Qualifications	37
Figure 4.7	Work experience	37
Figure 4.8	Years of service you have in the government	38
Figure 4.9	Financial reward in accordance with your contribution and performance	38
Figure 4.10	Currently used strategies are effective enough for retention in your organisation	39
Figure 4.11	Alignment between pay and performance	39
Figure 4.12	Employees fit with the organisational climate and culture	40
Figure 4.13	Opportunity for growth and advancement	40
Figure 4.14	Clear understanding of what is expected	41
Figure 4.15	Skills and experience sufficient for the job at hand	41

Chapter 1

Overview of the Study

1.1 Introduction

One of the important challenges for a contemporary organisation is determining how to retain valuable employees who are already in the organisation by preventing them from going to other organisations or retiring. The Employment Equity Act of 1998 (Act 55 of 1998) defines staff retention as a process that uses various techniques to ensure that employees do not leave an institution. It refers in particular to employees with valued skills that are high in demand, skills/experience in a scarce or critical field or employees from designated groups.

The study is therefore about the development and implementation of an employee retention strategy in the Department of Health to curb the loss of valuable and skilled employees. It seeks to find causes of losses and find the best possible solutions to retain employees. Officials in the department of Health terminate their services at a high rate, they take transfers, resign or go on early retirement. The development of an employee retention strategy usually follows five stages: awareness, analysis, strategy formulation, implementation and measurement.

In terms of the literature, published reviewed research papers relating to employee retention strategies were used. While reading the articles, a logic model was developed as a preparatory for the literature review in Chapter 2 (matrix).

This chapter is divided into four sub sections, the first being the introduction, followed by background and context. After the background and context follows the statement of the problem and the objectives of the research. Thereafter, the significance of the study is briefly discussed. The design and methodology and a paragraph on ethical requirements follows. Furthermore, limitations as well as the layout of the study are discussed. This is followed by the conclusion.

1.2. Background and Context

Both high level employees and low-level employees resign from the department. Low-level employees leave because they are not given proper training to perform better or improve their skills. The other problem is that they are not given a fair chance to prove their ability to work and they are not given fair promotional opportunities. High level employees also leave because of lack of recognition of their efforts or performance.

On the other hand, workers quit the department for greener pastures. The departmental policy and administration also force employees to quit. This is despite that employees are the organisation's most important assets and that with a stable workforce an organisation can go far.

According to Heathfield (2011), there are items employees complain about on surveys and interviews:

- Higher salaries: pay is the number one area in which employees seek change. One can foster a work environment in which employees feel comfortable or require a raise.
- Internal pay equity: employees are concerned particularly with pay compression, and the differences in pay between new and longer term employees. In organisations, with an average annual pay increase for employees around 4%, employees perceive that newcomers are better paid—and often they are.
- Benefits programs, particularly health and dental insurance, retirement, and paid time off/vacation days: specifically, many employees feel that their health insurance costs too much, especially prescription drug programs, when employers pass part of their rising costs to employees.
- Pay increase guidelines for merit: Employees believe the compensation system should place emphasis on merit and contribution. Employees find pay systems in which all employees receive the same pay increase annually, demoralising. Such pay systems hit the motivation and commitment of your best employees hardest as they may begin asking what's in this for them.

As you adopt a merit pay system, one component is education so that employees know what behaviours and contributions may merit additional compensation. Employees who do not get a merit pay must be informed by their managers about how their performance needs to change to merit a larger pay increase.

- Human Resources department response to employees: The Human Resource department needs to be responsive to employee questions and concerns. In many

companies, the HR department is perceived as the policy making, policing arm of management. In fact, in forward thinking HR departments, responsiveness to employee's needs is one of the cornerstones.

- Favouritism: Employees want the perception that each employee is treated equally to other employees. If there are policies, behavioural guidelines, methods for requesting time off, valued assignments, opportunities for development, frequent communication, and just about any other work related decisions you can think of, employees want fair treatment.
- Communication and availability: Employees want face to face communication time with both their supervisors and executive management. This communication helps them feel recognised and important. A manager's main job is to support the success of all his or her reporting employees. That's how the managers magnify their own success.
- Workloads are too heavy: Departments are understaffed and employees feel that their workloads are too heavy and their time is spread too thinly. To combat this, each company should help employees participate in continuous improvement activities.
- Facility cleanliness: Employees want a clean, organised work environment in which they have the necessary equipment to perform well.

1.3 Problem Statement

Employee retention is critical to the long term health and success of a department. Average organisations spend more money on recruitment and replacement programs, while good organisations invest in employee retention. Now, more than ever, it is important to become an employer of a choice organisation. Employees quit for many reasons. Some leave for better paying jobs elsewhere. Others depart because they do not fit the culture. Many exit because their managers and supervisors are not properly trained. However, there are five areas that motivate people to leave their jobs (Heathfield, 2011):

- Poor match between the person and the job;
- Poor fit with the organisational climate and culture;
- Poor alignment between pay and performance;
- Poor connections between the individual, their co-workers, and the supervisor; and
- Poor opportunities for growth and advancement.

When too many employees leave an organisation, this high turnover has a negative effect on organisational competitiveness (Cascio, 2006, Trevor and Nyberg, 2008). The problem is to identify from an employee's viewpoint, whether retention processes that include strategies, incentives, and other reward systems are administered fairly to all personnel and whether strategies used currently are effective enough for retention.

1.4 Research Objectives

The objectives of this study are:

- To ensure that employees are financially rewarded in accordance with their contribution and performance.
- To enhance strategies to align pay and performance and ensure that employees fit with the organisational climate and culture.
- To highlight to the Department's Human Resource Managers why do employees quit their job and to improve existing policies to retain staff.
- To ensure a good working relationship within the Department and an opportunity for growth and advancement.

1.5 Importance/Significance of the Study

This study was done to encourage the Department of Health to develop and implement the retention strategy for the following reasons:

- To curb high staff turnover;
- To reduce the cost of attracting, recruiting, hiring, training and getting new people;
- To improve job satisfaction through job enrichment; and
- To retain talent, or valuable employees.

The Department of Health may benefit from the study as it will understand why people leave. It will strive to retain its best and most talented employees by addressing factors that will reduce turnover and address motivational factors that will attract them to stay.

1.6 Research Design and Methodology

Research design provides an overview of the whole research process. After carefully reviewing literature pertaining to the retention strategy, a matrix was completed in order to eliminate areas already researched and to identify areas of further research. Thereafter, articles and journals were read for further information. In terms of methodology, probability sampling was used in this study, data was collected in the form of questionnaires which were designed and the answers were carefully analysed using computer software and the help of a statistician. For this study a quantitative study was conducted.

1.7 Ethical Requirements

The information required was obtained in the form of questionnaires and distributed to the Department of Health. Prior to distribution, a letter requesting permission to conduct research was written to the Head of Department. A form was completed for ethical consideration and was presented to the research committee at the North West University in order to obtain ethical clearance.

1.8 Layout of the Study

This study was divided into five chapters. Chapter 1 is an overview of the whole study and includes an introduction into the study, problem statement, research design and methodology. Chapter 1 is followed by Chapter 2 which is the Literature Review. Articles were read, a matrix was developed, the articles were summarised and research questions posed.

Chapter 3 is the Research Methodology wherein data to be collected were discussed. Then data discussion follows in Chapter 4.

Finally based on the findings of the results in the preceding chapter, there is a conclusion followed by recommendations for further areas of study in Chapter 5.

1.9 Conclusion

This chapter presented some background information on retention strategy. Employee retention strategy is important in any organisation's ability to keep the most valuable, committed and talented employees in the organisation and to avoid unwanted turnover.

This study may help the Department of Health to retain its valuable and skilled employees. The findings of the study may also assist the Department to address the high rate of staff exit and to identify the cause driver. This chapter is followed by Chapter 2, which mainly deals with the literature review and how the retention strategy is contextualised. The main objective was to determine why employees leave the Department.

Chapter Two

Literature Review

2.1 Introduction

Employee retention remains a critical issue for organisations and managers. The cost associated with recruiting, selecting and training new employees often exceed 100% of the annual salary for the position being filled and the statistics show that the national annual voluntary quit rate in the United States typically approaches 25% (Cascio, 2006). The direct cost, work disruption, and losses of organisational memory and seasoned mentors associated with turnover are significant issues.

Many organisations are also increasingly concerned about their ability to retain key employees (e.g. high performers and employees with high demand or difficult to replace skill sets). These concerns may also have broader implications for organisational competitiveness in an increasingly global landscape, and how to address social and demographic trends such as an aging and increasingly diverse workforce (Cascio, 2006). During 2008, an average of 40.3% of professional nurses' posts was vacant throughout South Africa. The provinces with the highest percentage of vacancies were the Eastern Cape (53.6%), the Free State (51.6%), Limpopo (43.7%), Kwa Zulu Natal (39.6%) and Gauteng (34.4%). These percentages of vacant professional nurses' posts indicate a dire necessity to retain the currently professionally active nurses (Health Systems Trust, 2008).

A number of studies relating to retention strategies have been conducted. In terms of searching for information, the following key words were used: Job satisfaction, Turnover, Talent management, Retention strategy and the following search engines and databases were used: SA ePublication, Sabinet Online, Accredited Journals and Google.

This chapter is about the literature review pertaining to retention strategy. Firstly, the definition of various terms is given, then the view of past researchers with regard to retention strategy, followed by views regarding job satisfaction are stated. Thirdly, there is a literature review regarding training and development, followed by career development, and then organisational culture followed by management strategy, thereafter there is a discussion regarding the literature review on turnover rates, and communication. Lastly views regarding exit interviews are highlighted and research questions set.

2.2 Definitions

Labour turnover

It is all about encouraging the people to commit themselves throughout the company. Through employee retention, the company is able to lessen the additional expenses of hiring and training new people and at the same time build trust and commitment within co-workers, the result of which is a happier, harder working workforce (Ramlall, 2004).

In a human resources context, turnover or staff turnover or labour turnover is the rate at which an employer gains and losses employees. Simple ways to describe it are how long employees tend to stay or the rate of traffic through the revolving door (Cascio, 2006).

2.3 Retention Strategy

A retention strategy should be practical, realistic and sensible. Staff retention priorities can be used by senior managers to modify policies pertaining to compensation, benefits, leave and career development to reward results, performance, attitude and initiative as well as to align HR-focused programmes toward employees' most significant concerns (Cook and Jagers, 2005:4). It is important for senior management to understand the extent of the cost involved in staff turnover before an appropriate retention strategy can be developed. Compared to the cost involved in staff turnover, the cost involved in staff retention can thus more easily be justified.

The Information Guide on Staff Retention for Government Departments (2006:12) outlines the following aspects relating to staff retention:

- Attraction of employees through recruitment strategies as well as keeping employees that are considered to be vital to the institution;
- Staff motivation;
- Employees' psychological aspects, as well as operational aspects linked to their jobs
- Day to day HRM or a particular retention strategy;
- A comprehensive management approach, considering all internal and external factors; and
- Linkage to HRM practices, as well as dependence on it.

All the above mentioned aspects can be regarded as equally significant when managing talent due to the fact that once talent is identified; practical, feasible measures should be put in place to retain them. Horwitz (2007:1) furthermore indicates that it is important for management to

understand the unique needs of employees in order to conduct successful staff retention. The Information Guide on Staff Retention for Government Departments (2006: 14-16) indicates a number of reasons why employees leave public institutions. Financial consideration, work environment, career development, affirmative action and employment equity, resistance to change, internal mobility and job hopping, leadership and management style, lack of effective communication and grievance procedures.

It is therefore imperative that public institutions should take cognisance of the above mentioned retention obstacles when planning for and implementing talent management to ensure that these obstacles are removed or limited to an extent in an attempt to retain the best. The absence of a vigorous talent management strategy to retain good people will increase the brain drain and result in the loss of skills in the public sector. The high cost that comes with turnover has highlighted the need for organisations to make the retention of staff their number one priority. According to Maxwell (2004:316), retention entails preventing people from leaving an organisation to work elsewhere. This is not an easy task. It requires organisations and management to give attention to the employee market and to understand what people are seeking from the work environment in order to retain them. Organisations will need to identify the reasons why employees leave, and address them. These reasons will mostly differ from one organisation to the next and will be influenced by individual and group characteristics, the culture of the organisation and the nature of that organisation's core business (Maxwell, 2004:1). A theoretical study showed that better remuneration, better living and working conditions, lack of facilities or resources, lack of promotion, heavy workloads and unsafe working and living environments contribute to nurses' decisions to leave South Africa (Oosthuizen, 2005:117). When an organisation loses a critical employee, on average the amount that is needed to replace the employee is one year's pay (Ramlall, 2004). Replacement costs can reach 1.5 to 2.5 (Cascio, 2006) times the employee's annual salary. The cost is dependent on the level of the job, and replacement costs associated with filling vacancies which have steadily been increasing for years (Steel, 2002). These costs include, but are not limited to, replacement and training and other costs that are the result of employee turnover and separation. The time needed to replace an employee can be up to 6 months (Deutsch, 1982), a search can easily take longer, depending on the type of job or position. Employee retention reduces these costs and helps to increase productivity and profits (Cascio, 2006; Steel 2002).

The manner in which retention is handled is dependent on the organisation and country. The more traditional programs in employee retention are compensation based in nature. Historically, strategies such as tuition reimbursement, vacation and holiday benefits, and competitive pay were used for employee retention. Some of the many things that an organisation fails to do are to make retention a priority by making an effort that targets recruitment of older employees, succession planning and focusing on work teams critical to maintaining corporate functions (Horwitz, (2007). A large number of the jobs currently held by the baby boom generation are knowledge based. According to Ramlall (2004), the baby boom generation is the healthiest and the most highly educated in U.S history. These individuals have such an amount of experience and training that it will be important to ensure they continue playing a role in the workforce. New retention strategies often incorporate leadership training.

According to Horwitz (2007), the individuals trained in retention leadership are responsible for training team members, asking for employee suggestions for increased performance, contributing to mentoring programs, and making sure employees are given opportunities to use their special skills and talents. Those individuals trained in retention leadership are also responsible for additional teamwork in keeping employees current with technological advancements and the working environment. By using these methods, organisations may be able to redesign their recruitment methods and retain and attract mature workers who may help to offset the shortage of younger workers while offering their experience to the workforce.

Issues related to nursing retention constitute major challenges for nursing directors in many countries. The critical shortage of qualified and well-trained staff, poses a challenge in meeting the health care requirements of the growing population (Gullatte & Jirasakhiran, 2005; Tourangeau & Cranley, 2006) particularly in low- and middle-income countries (LMICs). The Kampala Declaration that emerged from the First Global Forum on Human Resources for Health held in Uganda in 2008 focused on the importance of retaining an effective, responsive and equitably distributed health workforce, particularly nurses (Global Health Workforce Alliance, 2008).

Many LMICs have voiced concerns regarding their nursing shortage which can vary from six nurses per 100 000 in Uganda (Buchan & Calman, 2004) to 118 per 100 000 in Lebanon (World Health Organisation (WHO), 2006). Shortages also vary on a regional level; for instance, Africa has the lowest health workforce density followed by the Eastern Mediterranean Region, whereas the Americas have the highest workforce density. The global

health workforce shortage is close to 4.3 million workers (World Health Organisation (WHO), 2006). To meet the average density for LMICs in the African Region, Sub-Saharan Africa needs an estimated 600 000 additional nurses (Nguyen *et al.*, 2008).

Moreover, the future demand for nurses is expected to increase by 40% whereas the actual number is only expected to grow by 6% (Stanton & Rutherford, 2004). Evidence shows that shortages are a symptom of inadequate policies on recruitment and retention of health care workers (Zurn *et al.*, 2005). While the nursing shortage is a challenge to both developed and developing countries alike, the burden weighs more heavily on developing countries that are dealing with poor health indicators and lack of complete and reliable information about their health workforce in general, and nurses in particular. It is believed that low nurse density is associated with poor health outcomes (El-Jardali *et al.*, 2007).

The Global Nursing Review Institute indicated that the lack of planning and management of human resources are major causes of poor retention of nurses and poor career development prospects in developing countries (Rafferty *et al.*, 2005). In many countries all over the world, the rate of nurse turnover has been increasing (Larrabee *et al.*, 2003, Zurn *et al.*, 2005). Turnover has several financial implications on the health service organisations and health care systems of several countries. Turnover in a health care organisation can account for up to 5% of the annual operating budget and possibly one of the largest contributors to total hospital costs (Zurn *et al.*, 2005).

Many international studies have investigated the reasons why nurses leave work (Cartledge, 2001; Shader *et al.*, 2001; Larrabee *et al.*, 2003; Cumber & Barriball, 2007; Nguyen *et al.*, 2008). According to these studies, multiple factors contribute to nurses' decision to leave. These factors relate to work stress, low salaries, desire for professional development and the lack of respect and recognition by society (Cartledge, 2001; Nguyen *et al.*, 2008). Other factors included dissatisfaction with the supervisor, inflexible schedules, desire to work in a different field, high workload and family reasons (Shader *et al.*, 2001, Larrabee *et al.*, 2003; Cumber & Barriball, 2007). It was also reported that the likelihood of unsatisfied nurses to leave the profession was 65% higher than satisfied nurses. Additionally, poor retention strategies can influence nurses' choice to leave the workforce (Tourangeau & Cranley, 2006).

2.4 Job Satisfaction

The nursing leadership team, particularly nursing directors, can play a vital role in retaining nurses through using their managerial and leadership skills to create a positive culture that promotes retention. Research shows that the relationship between nurses and their supervisors is a primary determinant of job satisfaction and consequently the intent to stay (Wagner, 2006). Managerial support is critical to retention and is also correlated with job satisfaction (Tourangeau & Cranley, 2006).

According to Force (2005), examples of managerial support that nursing directors provide to their staff nurses are: listening to their staff, encouraging teamwork and communication and offering an appropriate form of praise or recognition when it is well-deserved (Gullatte & Jirasakhiran, 2005). Nursing directors can also play a direct role in conflict resolution and in encouraging a positive organisational culture and socialisation within and among units (Anthony *et al.*, 2005; Gullatte & Jirasakhiran, 2005).

Force (2005) reports that nurses believe that a good relationship with their directors is an important factor in their decision to remain employed. Recent evidence showed that the important reason for leaving was the lack of career development opportunities, followed by poor salaries, inequality with other health professionals and not being treated as a valued health professional. Moreover, in a recent study conducted in Lebanon, the lack of managerial support was also cited as a trigger for leaving (El-Jardali *et al.*, 2007). Employee satisfaction is described as a pleasurable or positive emotional state resulting from an employee's appraisal of his or her company environment or company experience (Rollinson, 2005). Employee satisfaction is closely related to job satisfaction and the intention to leave or stay with the organisation (Robinson, 2006). There is convincing evidence that where the job satisfaction is high labour turnover is reduced (Aamodt, 2007). Job satisfaction is therefore probably one of those experiences of work that make it less likely that an employee will think about leaving even if there are available opportunities. However, if job satisfaction is absent and there are other opportunities, turnover could well increase.

Employee satisfaction is also closely related to employees' needs and work expectations. Individual motivation, levels of satisfaction and work performance are determined by the comparative strength of needs and expectations of various biographical groups and the extent to which they are met (Aamodt, 2007; Robinson, 2006).

Employees' needs and expectations can be related to certain aspects of extrinsic and intrinsic motivation and relational motivation. Extrinsic motivation relates to valued outcomes, which

are external and provided for by other measures such as compensation, promotion, opportunities for learning and growth, praise and recognition. Intrinsic motivation is related to valued outcomes or benefits that come from the individual himself (or herself) such as feelings of satisfaction, wellbeing, quality of work life, supervisor support, competence, self-esteem, accomplishment, respect, fair treatment and being informed (Buchanan & Huczynski, 2004; Kotze, 2004, Robinson, 2006).

According to the study done by Horwitz (2007), job satisfaction is a crucial variable influencing employees' motivation and levels of performance. Working conditions and job design contributes to job satisfaction. In view of the current emigration of nurses from South Africa, job satisfaction amongst nurses in this country is a matter that warrants further investigation. Factors like workload and autonomy contribute to job satisfaction or dissatisfaction in the nursing profession. Nursing is an inherently stressful occupation as the constant contact with sick people is demanding. High nurses satisfaction improve the ability of healthcare organisations to retain and recruit nurses, and ultimately dictates the quality of care administered to patients. As job satisfaction amongst nurses increases, turnover decreases.

Larrabee *et al.* (2003) found that the major predictor of intent to leave was job dissatisfaction, and that the predictor of job satisfaction was psychological empowerment. Job dissatisfaction among nurses contributes in two ways to a reduction in the quality of patient care. Firstly, dissatisfied nurses with lower morale are more likely to leave, which leads to nurse shortage and increased nurse turnover. Secondly, the performance of nurses may be adversely affected in the presence of lower motivation and job satisfaction (Larrabee *et al.*, 2003).

Many employees leave because of disenchantment with their job. These employees may have lived through layoffs, outsourcing to foreign countries, and downsizing. Another important factor that affects job satisfaction is employee's trust in the organisation. According to Horwitz *et al.* (2007), disenchantment affects retention rates and when employees lose trust in the organisation and their loyalty begins to unravel. Although loyalty does not guarantee job retention, it is an important influence on retention. Moreover, Harris *et al.* (2007) and O'Malley (2000) have suggested that social support is correlated to job satisfaction. Social support includes assisting others, mentoring, and other interpersonal behaviours. Social support has both positive and negative consequences. Factors that have proven advantageous to job tenure are supervisory support, task support, career mentoring, and support from friends and relatives. Coaching and support from colleagues do not appear to have an effect on job satisfaction. The findings by Harris *et al.* (2007) indicate that career mentoring and task

support were positive indicators of job satisfaction. Collegial support and coaching were identified as not being indicative of job satisfaction because it was likely that when employees had problems and were highly stressed or dissatisfied in the workplace, they looked toward these resources to obtain support. Harris *et al.* (2007) report that when there are high incidents of coaching correlated with shorter tenure, there may be two reasons: First, people may be looking to advance, and second, people may not be familiar with office politics and structure.

2.4.1 Job Satisfaction and Retention of nurses in the South African Labour Market

A collective agreement which allocates R1.45 billion for nurses salaries and which would result in pay increases in certain pay classes of more than 20 percent was recently concluded (Harris, 2007). Entry level salaries are set to increase by 24 percent, and specialist nursing categories will receive a significantly higher pay rise (Mukomafhedzi & Mbanjwa, 2007). Performance management and recognition of relevant experience are also possible to occur. The nursing sector has been haemorrhaging in terms of the loss of professionally trained nurses who leave to work abroad. However, an agreement concluded between South Africa and the United Kingdom in 2003 may ease the skills drain (Xundu, 2007.) Factors undermining efficient healthcare delivery in South Africa are exacerbated by a chronic shortage of nurses. The lack of adequately qualified nurses in South Africa is seen as a major stumbling block preventing South Africa from attaining its development goal (Health Systems Trust, 2005). Although the number of nurses registered with the South African Nursing Council (SANC) has increased during the past decade, this increase has not kept up with the overall increase in the South African population. There is no indication from the SANC's data of the number of registered nurses who are no longer practicing in South Africa, as nurses working abroad are required to maintain registration with the SANC. In July 2006, the SANC's register indicated that 18.4 percent of the country's 190 449 nurses were no longer practicing their profession or were practicing abroad (Brannigan, 2007).

According to Health System Trust (2005), the public, healthcare sector in South Africa is under resourced and although it contributes 40 percent to the total spent on healthcare in South Africa, it is responsible for the wellbeing of approximately 82 percent of the population. The private sector, which is run along commercial lines for the most part, absorbs the bulk of the health care resources and contributes 60 percent of the total spent on healthcare in South Africa, while caring for some 18 percent of the patients. This discrepancy was highlighted in the Public and Private Mix South African Health Review (SAHR, 1999).

The scarcity of nurses in South Africa has impacted both on the public and the private health sectors but the public sector bears the brunt of the shortage. Nationally there are an estimated 42 000 vacancies for nurses, with a 15 percent vacancy rate in the Western Cape. On the supply side, around 221 nurses graduated in the Western Cape in 2006. In 2007 there were 276 nursing students in their final year of study in the province (Peters, 2007). The country currently produces about 4 000 new registered nurses per year, but another estimate of the general shortage is over 50 000 throughout the industry (Brannigan, 2007:41). The private sector is able to attract nurses from the public sector with incentives, such as better pay and working conditions. The public sector is unfortunately financially constrained, receiving only 11 percent of the government's total annual budget. The private sector has the added advantage of having the financial capacity to attract nurses from other developing countries like India, as the Medi - Clinic group did (RXPG, 2006).

Netcare has an estimated 1112 vacancies for registered nurses nationally – more than the government trained in 2005 (Mokgatla, 2007). The public health sector employs 58.9 percent of the nursing workforce in South Africa and the private sector employs 41.1 percent (SAHR, 1999). The World Health Organisation estimates more than 30 000 nurses and midwives have left sub-Saharan Africa for employment in other countries such as the USA, the UK, Canada and Australia (WHO, 2006). Of these, 44 percent (13 400) are from South Africa. The adverse impact of HIV and AIDS on nurses as workers and patients is seen as one of the reasons why nursing as a career in South Africa has become less attractive (HST, 2005). According to the statistics section of the Department of Health, there is a 15.7 percent prevalence of HIV among nurses in South Africa. South Africa invests substantial amounts of public funds in the tertiary education of healthcare workers in an attempt to provide healthcare services of an adequate quality. The emigration of professionals depletes this much needed resource. In an attempt to address and reverse some of the resource and personnel shortages facing both the private and in particular the public health sectors, partnerships between these two sectors are slowly emerging. Some public hospitals like Groote Schuur Hospital in Cape Town are now offering health services to private patients and some private hospitals are providing medical care to public sector patients (World Health Organisation (WHO), 2006). A few private hospitals have also provided postgraduate teaching facilities for university medical faculties with the intention of stemming the tide of emigration of medical personnel. The liberalisation of trade in all sectors, including health services, is having a tremendously negative impact on the movement of knowledge workers from developing to developed countries. Africa's

healthcare brain drain is resulting in a crisis in the healthcare system. The lure of better pay and working conditions over the past decades has, according to the World Health Organization, contributed to large parts of sub Saharan Africa effectively having little health care, with only about 600 000 healthcare workers caring for a population of 682 million (World Health Organisation, 2006).

When highly trained healthcare professionals are recruited away from developing countries, large gaps are left in the healthcare system of those countries, weakening them from the inside. In 2001, the British Government promised to cease the active recruitment of healthcare workers from African countries in view of the shortages but the private hospitals in the UK continue to entice the healthcare workers abroad. Horwitz (2007) proposes that highly effective strategies for motivation and retention of knowledge workers need to be centred on creating a stimulating and challenging environment. Tampoe (2007) emphasises a work climate that is conducive to fulfilling employees' expectations. Such a climate would include personal growth, autonomy and accomplishment, intellectually stimulating work and rewards based on contribution.

2.5 Training and Development

Induction training should be well planned and customised and all staff should receive relevant training. All staff should also have a personal development plan and regular appraisals should take place. Performance appraisals should be a two way process which includes the manager and the employee. Practices such as self development, study aid, job rotation, job enrichment/enlargement and coaching and mentoring should be included in the training programme. Employee development plans and strategies should not be merely job related training, but should also place a focus on life-long learning, personal development and capacity building (DPSA, 2006:14).

2.6 Career Development

According to El Jardali *et al.* (2008), the recent evidence showed that the most important reason for leaving was the lack of career development opportunities, followed by poor salaries, inequality with other health professionals and not being treated as a valued health professional.

One of the challenges faced in organisations is the strategic personal development of their human capital in order to ensure effective use of their talent. In order to properly manage this, companies must identify their challenges and then implement training and employee development curriculum for improvement. Employee and career development strategies help manage employees who need improvement, the area in which they need further development and the progress they have made toward improving the necessary skills, retain and empower your employees by allowing them to develop and manage their career paths and align them with organisational strategy, and identify highly talented and productive employees who can become successors to key executives (El Jardali *et al.*, 2007).

2.7 Organisational Culture

According to Jacobs and Roodt (2010) organisational culture can be introduced as a set of values, beliefs and behaviour patterns that form the core identity of organisations and help shaping the employees' behaviour. The study of organisational culture can be approached by indentifying certain dimensions that shape behaviour and eventually can be regarded as the culture of the organisation.

The dimensions include the following:

Conflict resolution, culture management, customer orientation, disposition towards change, employee participation, goal clarity, human resource orientation, identification with the organisation, locus of authority, management style, organisational focus, organisational integration, performance orientation, reward orientation and task structure.

Rollinson (2005) states that the attention given to organisational culture and employee satisfaction surveys as a means of predicting employees' commitment to and satisfaction with the company is one of the prominent trends in organisations today.

2.8 Management Strategy

According to the study of Human Capital Management (HCM, 2006/7), HCM can always go wrong, even when the overall strategy of the company is sound. Companies need to recognise problems before they get out of hand. Keeping track of the number of staff members who leave and the areas of the company they come from will help highlight matters that need urgent attention. Measuring absenteeism can also give an early warning of trouble ahead if absenteeism rate seems excessively high.

It is neither possible nor desirable to bring attrition figures down to zero. Companies need the injection of fresh talent that comes from a reasonable amount of turnover. However, nobody should leave merely because the company culture is unwelcoming, they are made to feel neglected and unimportant, or they perceive themselves to be part of a losing team. It is in the interest of the company to keep a firm grasp on the ability to retain the best performance (HCM, 2006/7)

2.9 Turnover Rates

In many countries all over the world, the rate of nurse turnover has been increasing (Larrabee *et al.*, 2003; Zurn *et al.*, 2005). Turnover has several financial implications on the health service organisations and health care systems of several countries. Turnover in health care organisations can account for up to 5% of the annual operating budget (Waldman and Arora, 2004), and is possibly one of the largest contributors to total hospital costs (Zurn *et al.*, 2005). Increase in nurse turnover can widen the patient-to-nurse ratio, therefore adding to the nurses' workload. Increasing nurses' workload may lead to deterioration in the quality of care delivery hence affecting patient satisfaction and health care outcomes (Jones, 2004).

According to Smith (2009), aggressive recruitment of valuable employees still occurs, and the retention of high performers remains critical. In fact large scale layoffs in difficult times often lead to higher turnover among survivors (Trevor & Nyberg, 2008). Further, concerns remain about an eventual talent and in the specialized skills and competencies most valued by organisations. Coupled with the likelihood that many current employees may remain with their organisations only because there are fewer external opportunities, the possibility exists for substantial pent-up turnover to occur when labour markets become more favourable for employees. A recent survey reported that 54% of employed adults, including 71% of those between the ages of 18 and 29, are likely to seek new jobs once the economy improves (Adecco, 2009).

Despite extensive research on employee turnover, there are few resources that effectively and comprehensively bridge scholarly evidence concerning employee retention and practitioner employee retention efforts (Adecco, 2009). As a result, many managers hold important misconceptions about turnover. For example, many managers may believe that turnover is uniformly bad, that most employees quit their jobs because of pay, that job dissatisfaction is the primary reason people leave, that there is little managers can do to affect individual turnover decisions, or that generic best practices are the best way to manage retention. These

misconceptions can be harmful to organisations and to managerial careers because they may lead managers to enact ineffective retention strategies that fail to reduce turnover, that are not cost-effective, or even that retain the wrong employees while chasing away the most important ones (Adecco, 2009).

Briner *et al.* (2009) argue that their objective is to replace these common misconceptions about turnover with evidence-based retention management information, as summarised in Table 2.1 Evidence-based management refers to translating knowledge and principles based on the best available scientific evidence into organisation practice, enabling managers to make decisions informed by social science and organisational research. Effective evidence-based management requires accessible systematic reviews of evidence such as those presented (Briner *et al.* 2009).

Table2. 1: Five common misconceptions about Employee Turnover

Turnover Misconception	Evidence Based Perspective
Misconception 1 All turnover is the same, and it is all bad	There are different types of turnover. Some turnover is functional. Turnover costs vary.
Misconception 2 People quit because of pay	Pay level and pay satisfaction are relatively weak predictors of individual turnover decisions. Turnover intentions and job search are amongst the strongest predictors of turnover decisions. Key attitudes such as job satisfaction and organisational commitment are relatively strong predictors. Management/supervision, work design, and relationships with others are also consistent predictors.
Misconception 3 People quit because they are dissatisfied with their jobs	Job satisfaction is the driving force in fewer than half of individual turnover decisions. There are multiple paths to turnover decisions. Different paths have different retention implications. It is also important to consider why people stay.

Misconception 4 There is little managers can do to directly influence turnover decisions	There are evidence-based human resource practices associated with turnover. Recruitment, selection and socialisation practices during organisational entry affect subsequent retention. Managers can influence the work environment and turnover decisions through training, rewards and supervisory practices.
Misconception 5 A simple one-size-fits-all retention strategy is most effective	Context specific evidence based strategies are more effective. Turnover analysis helps diagnose the extent to which turnover is problematic. Organisational context matters for interpreting turnover data. Multiple data collection strategies enable more targeted and effective retention strategies.

(Briner *et al.* 2009).

2.9.1 Understanding Turnover Costs

When employees leave, it costs the organisation time and money. The total costs associated with turnover can range from 90% to 200% of the annual salary (Cascio, 2006). In addition to the direct costs associated with turnover, such as accrued paid time off and staffing costs associated with hiring a replacement, there is a wide range of other direct and indirect costs associated with turnover. Consider Table 2.2, which identifies two primary types of costs associated with voluntary turnover: separation costs and replacement costs.

Price Waterhouse Coopers (2006) estimates that turnover-related costs represent more than 12% of pretax income for the average company and nearly 40% for companies at the 75th percentile for turnover rate. Table 2.2 also illustrates some of the potential benefits associated with an employee's leaving. From a strategic perspective, organisations need a clear shared understanding of the costs and benefits associated with turnover to develop an effective retention management plan. There is no single appropriate formula to determine turnover costs. What is more important is that there is an internal consensus within the organisation that the metrics used are appropriate so that any analysis and subsequent conclusions and recommendations are based on a shared understanding and seen as credible (Price Waterhouse Coopers, 2008).

Table 2.2: Voluntary Turnover Costs and Benefits

Separation Costs	Tangible
	HR staff time (e.g., salary, benefits, exit interview)
	Manager's time (e.g. salary, benefits, retention attempts, exit interview)
	Accrued paid time off (e.g. vacation, sick pay)
	Temporary coverage (e.g. temporary employee, overtime for current employees)
	Intangible
	Loss of workforce diversity
	Diminished quality while job is unfilled
	Loss of organisational memory
	Loss of clients
	Competition from resigner if s/he opens a new venture
	Contagion – other employees decide to leave
	Teamwork disruptions
	Loss of seasoned mentors
Replacement Costs	General Costs
	HR staff time (e.g. benefits enrollment, recruitment, selection, orientation)
	Hiring manager time (e.g. input on new hire decision, orientation, training)
	Recruitment
	Advertising
	Employment agency fees
	Hiring inducement (e.g. bonus, relocation, perks)
	Referral bonuses
	Selection
	Selection measure expenses (e.g. work

	samples, selection tests)
	Application expenses
	Orientation and Training
	Orientation program time and resources
	Formal and informal training (time, materials, equipment, mentoring)
	Socialisation (e.g. time of other employees, travel)
	Productivity loss (e.g. loss of production until replacement is fully proficient)
Turnover Benefits	Saving may be achieved by not replacing leaver
	There is an infusion of new skills or creativity into the organization
	Vacancy creates transfer or promotion opportunity for others
	Cost savings may be achieved by hiring a replacement with less experience or seniority
	Replacement could be a better performer and organisation citizen
	Replacement could enhance workplace diversity
	Departure may offer the opportunity to reorganise the work unit

Adapted from Fitz-enz (2002) and Heneman and Judge (2006)

2.9.2 Turnover Analysis to Diagnose the Extent to which Turnover is a Problem

According to Heneman and Judge (2006), it would be expensive, and in cases impossible, to prevent every employee from leaving a company. As such, most organisations expect and may even encourage some turnover. However, turnover becomes problematic when the people are leaving, or when the turnover rate becomes high enough that the costs and instability outweigh the benefits and harm organisational competitiveness. Thus, determining the extent to which turnover is a problem involves conducting an ongoing turnover analysis addressing three issues: turnover rates, turnover costs, and the functionality of which

employees are leaving. The turnover rate over a given time period (e.g. monthly, annually) can be calculated as the number of employees leaving divided by the average number of employees (Heneman & Judge, 2006).

In addition to measuring the overall turnover rate, in many cases it is also useful to track these data in terms of types of turnover (e.g. avoidable or unavoidable), job category, job level, geographic location, relative impact, or any other categorisation that may be of interest (e.g., performance level). These breakout data enable an evaluation of whether turnover rates in different locations or among particular types of employees are especially problematic. Diagnosing the extent to which turnover is a problem also requires a consideration of turnover costs.

Many retention initiatives require investment in time, money, or other resources; thus, a clear idea of turnover costs and benefits is needed to design interventions that will have a positive benefit at a reasonable cost. In incorporating the costs and benefits outlined earlier, it is possible to determine a cost formula that enables the calculation of total turnover costs as well as costs per incidence of turnover. Formulae need not be identical for every job, but often vary based on factors such as job type or level, employee type, and employee performance level. In addition to analysing turnover rates and costs, the issue of who is leaving is particularly important for assessing the extent to which turnover is functional or dysfunctional. Not every employee is of equal value to the organisation. The retention of certain positions or individuals may be particularly important for organisational success; however, improving retention beyond a certain point may present diminishing marginal returns (Boudreau & Ramstad, 2007). Thus, turnover beyond a certain rate would be highly dysfunctional; however, turnover rates below the point of diminishing marginal returns, although perhaps not ideal, might not represent an optimal focus of resources. For pivotal positions or individuals, changes in retention continue to have a significant impact on organisational success.

2.10 Communication

Employees should be kept in the loop by using technology and other media in providing continuous communication and to ensure that managers are aware of the importance of listening to their employees. This not only builds self – esteem, but is arguably one of the ways of discovering about problems that need attention.

2.11 Exit Interview

An exit interview is typically a meeting between at least one representative from a company's human resources (HR) department and a departing employee. The departing employee usually has resigned voluntarily vs. getting laid off or fired. The HR representative asks the employee questions while taking notes, asks the employee to complete a questionnaire, or both in order to gather data for improving working conditions and retaining employees.

Harvard Business Essentials (2002) and Steel (2002) suggested that the exit interview can be advantageous as a retention tool. Through exit interviews one can gain insights into employee behaviour. Valuable data can be compiled on why people stay in or leave their jobs, the root causes for people leaving their jobs, the day-to-day operations of the organisation, and the performance of managers. It is important that all information on who resigns and why they resign be maintained in one location. Such information can be used for retention purposes as part of the retention policy. As resigning rates among similar companies may be different, it is important that HR professionals know what the normal quit rate is for their specific company and know when it reaches a point that is considered to be problematic, the quit rate is defined as the number of resignations during an entire month as a percentage of total employment.

According to Heathfield (2011) management consulting organisation specialising in employee engagement surveys, analysed recurring themes in employee surveys and compiled the following top ten list. These are the items employees consistently complain about on surveys and interviews:

1. Higher salaries: pay is the number one area in which employees seek change.
2. Internal pay equity: employees are concerned particularly with pay compression, the differential in pay between new and longer term employees.
3. Benefits programs, particularly health and dental insurance, retirement and paid time off/vacation days.
4. Over management: Employers often defined by interviewees as: "Too many chiefs, not enough Indians".
5. Pay increase guidelines for merit: Employees believe the compensation system should place greater emphasis on merit and contribution.
6. Human Resources Department response to employees: The Human Resource Department needs to be more responsive to employee questions and concerns
7. Favouritism: Employees want the perception that each employee is treated equally with other employees.

8. Communication and availability: Employees want face to face communication time with both their supervisors and executive management.
9. Workloads are too heavy: Departments are understaffed and employees feel as if their workloads are too heavy and their time is spread too thinly.
10. Faculty cleanliness: Employees want a clean, organised work environment in which they have the necessary equipment to perform well. (Heathfield, 2011)

2.12 Research Questions

As described in chapter 1, this study describes what strategies are the most successful in retaining valuable health employees in the workplace. This study attempted to discover strategies that could be used by organisations to maintain personnel and the organisation's competitiveness. The research questions are as follow:

- What are the incentives, from an individuals' perspective, that are the most productive in adding efforts to keep health employees in their positions?
- Are there strategies being used or should they be used by organisations to retain valuable personnel and remain competitive?
- Are exit interviews conducted for leaving healthy staff?
- Is there a connection between the health individual, health co-workers and the health supervisor?

2.13 Conclusion

This chapter outlined information pertaining to the definitions of retention strategy, job satisfaction, training and development, career development, and then organisational culture, management strategy, turnover rates, communication and exit interviews.

The Harvard Business School (2002) states that best practice companies have already recognised the value of development as a retention factor and that they are focused on encouraging employees not to chase remuneration but instead to chase responsibilities and learning opportunities. In summary, the Harvard Business School (2002) holds that development is one of the most effective ways of retaining and rewarding talented staff. It is observed through the literature that managers need to understand the factors driving turnover and job dissatisfaction in order to develop appropriate strategies for motivation and retention. Some of these factors such as working environment, work motivation and creating an open culture are within the control of managers. The next chapter deals with the research methodology

Chapter 3

Methodology

3.1 Introduction

This chapter describes the study's methodology, population, sample size and data collection methods. The chapter through research methods gathers the opinions of employees in the Department of Health on factors contributing to retention in the department.

The purpose of this study was to identify participants' views and insights about the impact that benefits, incentives and other retention strategies had on them as well as the effectiveness of each. The research questions were 1. What are the incentives from individuals' perspective that are the most productive in adding efforts to keep health employees in their position?

2. Are there strategies being used or should be used by organisations to retain valuable health personnel and remain competitive? 3. Are exit interviews conducted? 4. Is there a connection between the health individual, health co-worker and the health supervisor?

The aim of this study was to highlight to the organisation's Human Resource Management the importance of retaining employees and to indicate how retention strategies can effectively, efficiently and economically affect the Health Department. The study will thus assist the Department to determine why people leave in order to ascertain the accuracy of this. It is important that information from the targeted population be collected using the correct methodology and analysing the responses.

This chapter is about a definition of the research methodology used in this study, the research types, the data collection methods, sampling method and types of variables used are discussed. The manner in which data will be handled will also be covered in this chapter.

3.2 Types of research

3.2.1 Qualitative and Quantitative Research

According to Wiersma and Jurs (2005), qualitative research is a research that involves collecting data in the form of words or narratives that describes the topic under study and emphasises collecting data in natural settings. Qualitative research methods may outline the broad scope of a study but may not specify as much operational detail. Studies using quantitative methods collect data in the form of numbers. In this approach to research, the

occurrences of behaviours are counted, correct answers or errors are counted, and other types of measures are recorded in terms of quantity. Quantitative research tends to be planned and details specified rather extensively before a study begins. The research question or questions are specified in detail. Operational steps on how the study is to be carried out are typically specified and gathered into an itemized operational guide or protocol for actually conducting the study (Wiersma and Jurs, 2005).

According to Wiersma and Jurs (2005), there is a difference in purpose between qualitative and quantitative research. Qualitative research is done for the purpose of understanding social phenomena and social being used in a broad sense. Quantitative research is done to determine relationships, effects, and causes. The study will use a quantitative approach. The distinguishing characteristics of qualitative and quantitative research are summarised as follows:

Table 3.1 Difference between Quantitative and Qualitative Research

Qualitative Research	Quantitative Research
Inductive Inquiry	Deductive Inquiry
Understanding Social Phenomena	Relationships, Effects, Causes
Theoretical or Grounded theory	Theory based
Holistic Inquiry	Focused on Individual Variables Context free (Generalisation)
Context Specific	Context free (Generalisation)
Observer Participant	Detached Role of Researcher
Understanding Social Phenomena	Statistical Analysis
Narrative Description	Statistical Analysis

Source: Wiersma and Jurs (2005)

3.2.2 Research Method Used in this Dissertation

The method that the researcher finds most suitable in answering the questions pertaining to retention strategies is the quantitative method. Quantitative research, because of its deductive nature, tends to be more theory based from the onset. Qualitative researchers emphasize a holistic interpretation. They perceive facts and values as inextricably mixed. On the other hand quantitative researchers look for more context free generalisations.

3.3 Data required

Primary and Secondary Data

Primary data is the written or oral account of a direct witness of, or a participant in, an event, or an audiotape, videotape or photographic recording of it. It may even consist of household garbage (for example, in a study of the patterns of food consumption). This then presents first hand evidence of what happened.

Secondary data provides second hand information about events. Such a source has not witnessed the events himself or herself, but has obtained the information either from someone else who did experience the event or who has himself or herself obtained the information from a person who had indeed experienced it first-hand (Welman and Kruger, 2005). For the purpose of this research both primary and secondary data were used. A survey was utilised for the acquisition of primary data and secondary data will be drawn mostly from literature in the academic field.

3.3.1 Data Collection Methods

The collection of data refers to a purposive gathering of information relevant to the subject matter of the study from the units under investigation. The method of collection of data depends mainly upon the nature, purpose and the scope of inquiry on one hand the availability of resources and the time on the other. Statistical data may be classified into primary and secondary, depending upon the nature of data and mode of collection.

Primary data are original observations collected by the researcher or his/her agents for the first time for any investigation and used by them in the statistical analysis whereas secondary data are collected by others and are used by others. The difference between primary and secondary data is only the degree of detachment with the original source. The data which are primary at one time may be secondary at another. Once the primary data have been used, it loses its original character and becomes secondary. Such secondary data are mostly published in newspapers periodicals and journals (Verma and Verma, 2004).

3.3.2 Methods of Collection of Primary Data

According to Verma and G Verma (2004), the commonly used methods for the collection of primary data are:

Direct Personal Investigation - under this method the investigator has to go to the field personally for the collection of data from the respondents.

Observation – under this method the investigator only observes and records the behaviour rather than putting questions to the respondents.

Indirect Oral Investigation - this method is used in cases where direct social investigation is not possible.

Questionnaire Method - Under this method the questionnaires are distributed to the respondents with a request for quick response within the specified time. This method of collection of primary data involves the following steps:

- Preparing a questionnaire or schedule relating to the field of inquiry and providing space for the answers to be filled in by the respondents.
- Devising a scheme for selecting individuals who should be approached for collecting the desired information.
- The questionnaires are distributed to the selected respondents along with instructions, if any, and a covering letter explaining the purpose of the inquiry and requesting the respondents to return them within a specified time.

Questionnaires to be filled in by the Enumerators - under this method a team of enumerators is appointed who are provided with standard questionnaires to be filled in by putting questions to the respondents. These enumerators are also given special training and instructions regarding the way of information should be collected and schedules should be filled. This is a widely used method of collection of primary data.

3.3.3 Survey Method

The term survey is used for the technique of investigation by a direct observation of a phenomena or systematic gathering of data from a population by applying personal contact, and is not available in records, files and others sources. A survey involves asking questions it a sample of individuals who are representative of the group or groups under study. (see 3.3.6).

3.3.4 Sampling Method

Once the researcher has a frame from which to sample, the next task is to select participants who will take part in the study. The sample to be studied must accurately represent the larger population. If the sample is not accurate, interpretations of results may not be accurate for individuals other than those actually used as participants. If a researcher is not aware that a

sample is unrepresentative, he or she may draw inaccurate inferences about the population (Drew *et al.*, 2008). The targeted population for this study were the employees of the Department of Health at the, district office, hospitals and clinics. There were 42 questionnaires distributed during the data collection and 40 were received back.

3.3.5 Correlation study

Correlations (a mutual connection) can be used if it is suspected that there may be a relationship between two or more variables within a group.

3.3.6 Test of Correlation

These are used when you have two or more variables which can be measured on some sort of scale, and you want to see whether two or more of them vary in a systematic way (e.g. both getting bigger, and getting smaller when the other gets bigger). For instance, you might want to see whether the more the number of assertiveness classes that a person attends, the more their self-esteem grows (Rugg and Petre, 2007).

3.3.7 Questionnaires

Questionnaires were used as a data gathering tool in this study. The usage of questionnaires assisted in ensuring that the collection of quantitative data and the analysis thereof determined the behaviour and opinions of the respondents, according to Drew *et al.* (2008), questionnaires have a history of use as data collection instruments, and considerable information is available regarding how to enhance data reliability. (e.g., it is important for survey questions to be uncomplicated, to ask for only one piece of information from the respondent, and avoid wording that will bias the respondent's answers (period). It is also important that the questionnaire be as brief as possible and have a response format that is easy and convenient for the respondent to complete.

3.3.8 Types of Data

According to Drew *et al.* (2008), the issue of what type of data is being collected relates to how we count or record performance. (e.g., if a researcher is measuring reading comprehension, it is important to realise that there are various ways to record that criterion measure. One could say that a student either does or does not exhibit reading comprehension). Clearly, a student's academic performance will reflect more or less of the measure rather than just showing that he or she has or does not have it. The way one measures performance and

records the scores relates to the type of data collected and is very important with regard to the statistical analysis selected.

Nominal data represents the most primitive type of measurement. It is useful when all that can be accomplished is the assignment of events to categories.

Ordinal data moves measurement from the qualitative discrimination between events to a more quantitative basis of assessment. Ordinal measurement is characterised by the ability to rank order events on the basis of an underlying continuum.

Interval data has all the properties of nominal and ordinal data, plus added information concerning the interval units. When interval measurement is possible, the researcher is working with known and equal distances between score units. With interval data, the researcher can determine greater than or less than as can be done with ordinal data. However the researcher can also determine the magnitude of a difference in the underlying continuum of what is being measured.

Ratio data has all the properties of interval data but is distinguished by the fact that the zero point is not arbitrary. A zero score on a ratio scale does signify total absence of the property being measured.

3.3.9 Types of Variables

Hoy (2010) asserts that a variable is a property that takes on different values as circumstances and situations change, the value is a number that presents either the magnitude of the variable (e.g., an individual height) or a category of the variable (e.g., male or female). Height can be measured in inches, and the larger the number, the greater the height. On the other hand, gender is measured in terms of the categories of male (1) and female (2). Both height and gender are variables, but for height the number represents magnitude, whereas for gender the value represents the category. Two other important facts – the values for variables must be exhaustive and mutually exclusive. Exhaustive means that each object can be assigned a value, and mutually exclusive means that each object can have one and only one value.

Categorical Variables are those variables when the variation of the variable are associated with specific categories. The following are few illustrations of categorical variables, that is, variations in kind, followed by a specification of the categories.

Leadership style: statesman, task-oriented, social, passive

Career orientation: place bound, career bound

Mobility pattern: upward mobile, ambivalent, indifferent

Locus of control: internal, external

Learning style: visual, verbal

Continuous Variables are variables that vary in magnitude along an ordered continuum. Continuous variables are also called degree variables because the number is a quantitative measure of degree. The following are some illustrations of continuous variables.

Age: the larger the number, the older the individual

Class size: the larger the number, the larger the class

Salary: the larger the number, the higher the salary

IQ: the larger the number, the more intelligent

Experience: the larger the number, the more experienced

Independent and Dependent Variables an independent variable is the presumed causal variable in a relationship, and the dependent variable is the presumed effect variable. The key word in these definitions is presumed, because in social and behavioural research we can never be sure that a given variable causes another to change. We presume or theorize that it does, but we cannot be certain. One predict from the independent to the dependent variable. The independent is the antecedent, and the dependent is the consequent. (Hay, 2010)

Manipulated Variable is a variable that has been directly controlled by the researcher in an experiment. (Hay, 2010)

Moderating Variable is one that affects the direction and/or strength of the relation between an independent and a dependent variable. In a correlation analysis framework, a moderator changes the basic relation between the independent and dependent variables.

Mediating Variable sometimes called an intervening variable explains the relationship between the independent and dependent, it does not change the relation, it explains it. For example, the presence of a teacher aide enhances student achievement, that is having a teacher aide is positively related to higher student achievement (Hay, 2010).

3.4 Ethical Considerations Pertaining to the Study

A person's confidentiality must be respected. It should not be possible to identify a respondent (or, indeed, an institution) from the completed report. It is the right of every respondent not to take part in the research if they so desire. Respondents who have provided information should have the opportunity of checking that it is an accurate statement of what they have said or written. This is not only desirable ethically but is a useful check on the veracity of the data.

Readers of the final report should be given as much information as possible about how the data was collected (sample size, sample source, data collecting and analysis methods). However, it is still important that the point above relating to confidentiality is maintained and, if the two are in conflict, the confidentiality criterion should have higher priority. (Birley and Moreland, 2004)

3.5 Conclusion

This chapter outlined information pertaining to the methodology applied in collecting data. The researcher also discussed the research types, qualitative and quantitative research, sampling methods and data collection methods. Some of the variables were used during the implementation of the questionnaire. The next chapter provides an analysis and interpretation of research results and findings in a quest to find the answers to the research question.



Chapter 4

Data Discussion

4.1 Introduction

Employee retention remains a critical issue for organisations and managers as the cost associated with recruiting, selecting and training new employees often exceed 100% of the annual salary for the position being filled. The direct cost, work disruption, and losses of organisational memory and seasoned mentors associated with turnover are significant issues. Many organisations are also increasingly concerned about their ability to retain key employees (e.g. high performers and employees with high demand or difficult to replace skill sets) (Cascio, 2006).

The research questions were divided into two parts. The first part was the general personal particulars and the questions on retention strategies were as follows: What are the incentives, from individuals' perspectives, that are the most productive in adding efforts to keep health employees in their positions? What strategies being used or should be they used by organisations to retain valuable health personnel and remain competitive? Are exit interviews conducted for leaving health staff? Is there a connection between the health individual, health co-workers and the health supervisor?

The nature of the study is quantitative and the general design of the study is analytical, as the researcher analysed the data collected from the respondents. The tool used in the collection of data, was a questionnaire. The population that was targeted was from the Department of Health. Probability sampling was used in this research study, where each population element had a known, non-zero chance of being included in the sample. The chances of each member of the population included in the sample were not equal, but everyone had a known probability of inclusion (Hay, 2010).

This chapter presents the analysis and interpretation of questions raised in the problem statement and answers the questions raised. Firstly, the return rate will be discussed and then the demographics of the respondents are discussed. Information pertaining to the risk and the type of work being done on risk are discussed followed by measures of association and finally the conclusion.

4.2 Return Rate

Questionnaires were used as a data gathering tool in this dissertation. There were 42 questionnaires that were distributed out during the data collection and 40 were received back. These were summarised on a spread sheet and SPSS used to generate associative stats. The researcher's lack of control over the completion of the questionnaires may not only result in poorly completed questionnaires, but also a poor response rate. A low response rate restricts the usefulness of a survey because the researcher will not know to what extent a biased and consequently unrepresentative sample has been obtained. If those who have failed to respond systematically differ from those who have indeed responded, and the group who responded represents a minority (that is, a response rate of less than 50%), an entirely incorrect picture of the population may be obtained (Welman and Kruger, 2005).

4.3 Demographics of the Respondents

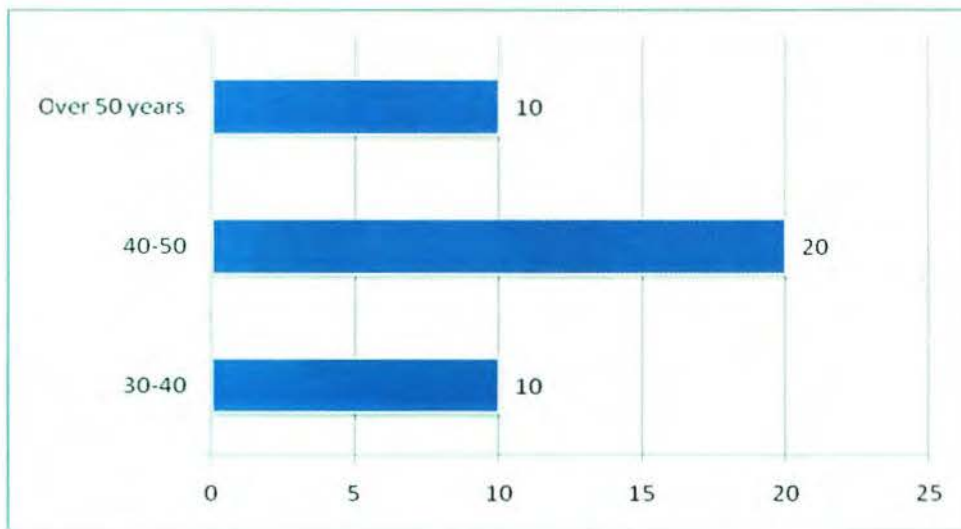
Respondents were requested to provide their general personal particulars and their views about the retention strategy, in order to obtain how the retention strategy affects them in their work place. Out of the 40 questionnaires that were received back all respondents were black people therefore it is evident that there is no problem with Employment Equity in the Department of Health. The majority of employees are African. The Employment Equity Act, 1998 (Act 55 of 1998). The other contributing factor is that the study is done in an African Country.

Figure 4.1 Job status of Respondent



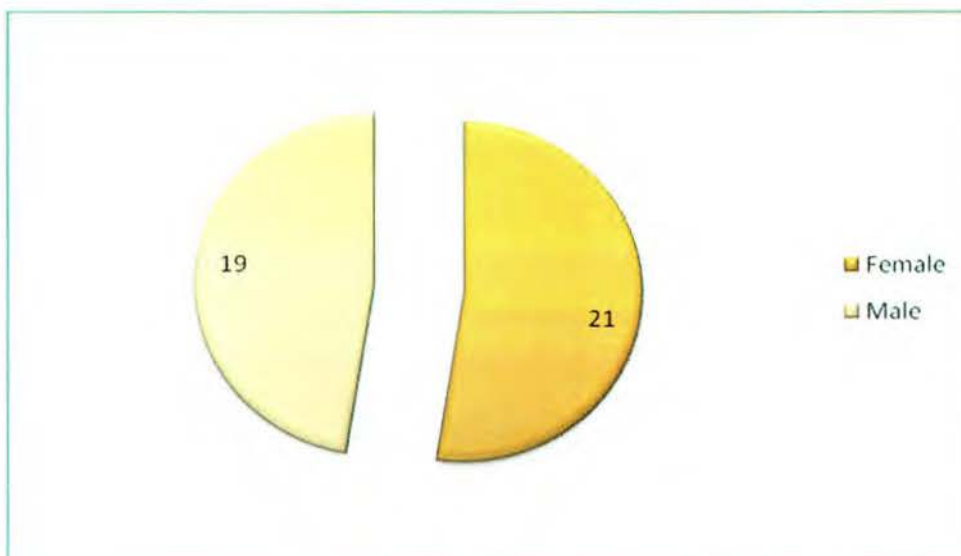
This figure explains the job status of the respondents. Most of the respondents in the Department of Health are assistant managers followed by middle managers, senior managers are the fewer. The Department has a balanced organisational structure (Horwitz, 2007).

Figure 4.2 Age



The above figure shows that the majority of the respondents are between 40 and 50 years, the younger people are looking for better opportunities. A recent survey reported that 54% of employed adults, including 71% of those between the ages of 18 and 29, are likely to seek new jobs once the economy improves (Adecco, 2009).

Figure 4.3 Gender



According to the figure above in terms of gender of the respondents, 19 of the respondents are males and 21 are females. Therefore there is gender equity in the Department of Health in terms of The Employment Equity Act, 1998 (Act 55 of 1998).

Figure 4.4 Grew up

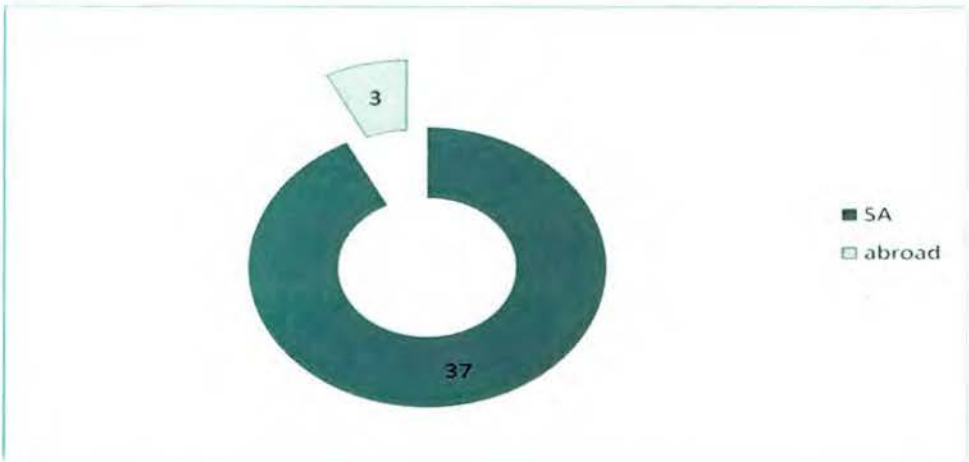


Figure 4.4 differs from figure 4.3 because it portrays a different picture. From the figure it is evident that most of the respondents grew up in South Africa and only a few grew up abroad. The large number of respondents who grew up in South Africa are due to the fact that the study is conducted in the Department of Health in South Africa (Guide on Staff Retention for Government Departments, 2006: 14-16).

Figure 4.5 Region of Respondent

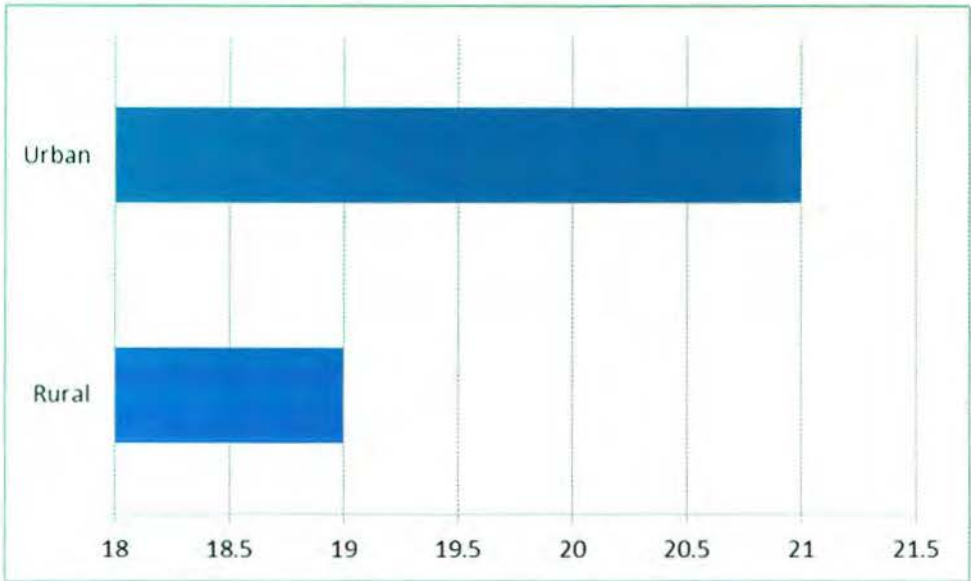
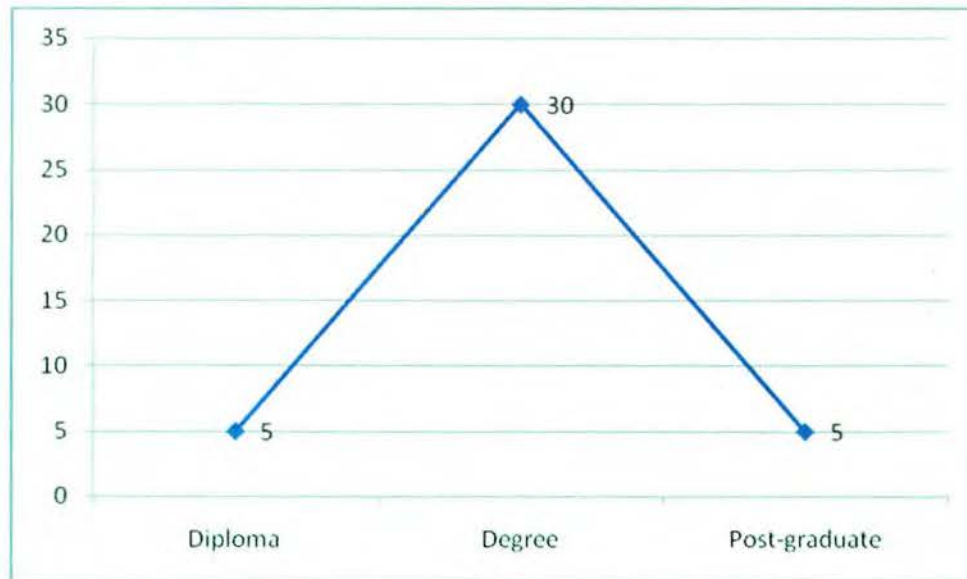


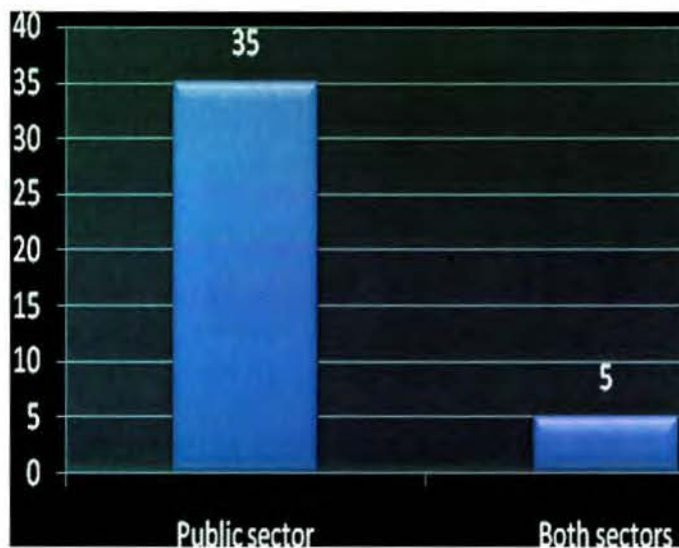
Figure 4.5 shows that 21 of the respondents grew up in rural areas and 19 of the respondents in urban areas. Therefore the Department of Health employed respondents from both urban and rural areas almost equally there is no discrimination based on where you grew up. The Employment Equity Act; 1998 (Act 55 of 1998).

Figure 4.6 Qualifications



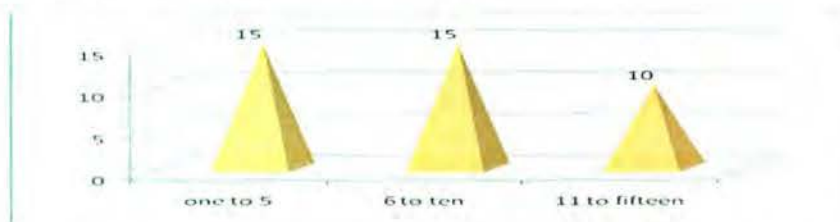
According to figure 4.6 above, 5 of the respondents have a diploma, 30 of the respondents have a degree and 5 are post graduate. Most of the respondents from the Department of Health have a degree and they have more knowledge of retention strategy (Trevor and Nyberg, 2008).

Figure 4.7 Work experience in the Department of Health



The statistics in figure 4.7 shows that 35 respondents have experience in the public sector and 5 respondents have experience in both sectors. The public sector employs more health professional, than the private sectors (Mokgatla, 2007).

Figure 4.8 Years of service you have in the government

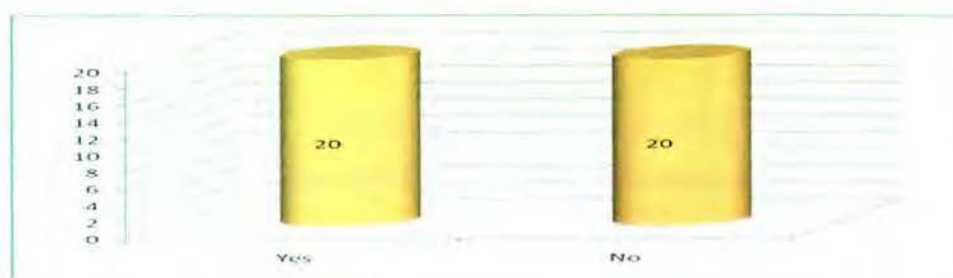


From figure 4.8, 15 respondents have been employed by the Department of Health for a period of one to five years, 15 respondents have been employed for six to ten years and 10 respondents have been employed for eleven to fifteen years. It is clear that few respondents served in the Department for more than 6 years (Heneman and Judge, 2008).

4.4 Information about the Risk and the Type of Work being Done on Risk

The analysis of the research study concerning part 3 of the questionnaires which are survey questions on retention strategies are presented. Firstly, the findings of financial rewards in accordance with contribution and performance, then a clear understanding of what is expected from participants is discussed, then there is an analysis on skills and experience sufficient for the job at hand, followed by analysing if the currently used strategies are effective enough for retention in an organisation, then the alignment between pay and performance is considered. Finally the organisational climate and culture, and the opportunity for growth are analysed.

Figure 4.9 Financially rewarded in accordance with your contribution and performance



The statistics in figure 4.9 show that 20 participants are financially rewarded in accordance with their contribution and performance and the remaining 20 participants are not satisfied. Assessments and job evaluation should be done for participants not financially rewarded according to their contribution and performance. Stanton and Rutherford (2004) emphasises a work climate that is conducive to fulfilling employees' expectations. Such a climate would include personal growth, autonomy and accomplishment, intellectually stimulating work and rewards based on contribution.

Figure 4.10 Currently Used Strategies for retention in your organisation

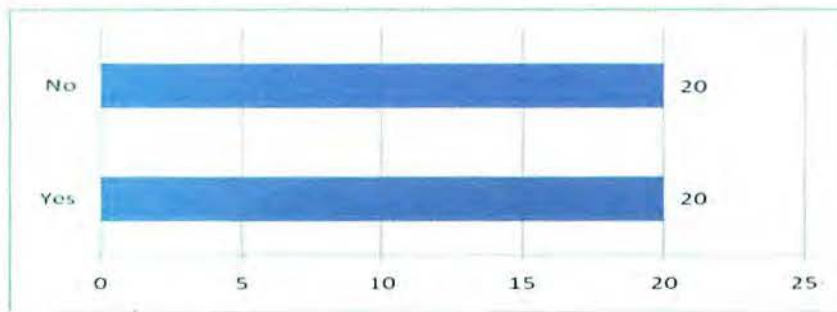
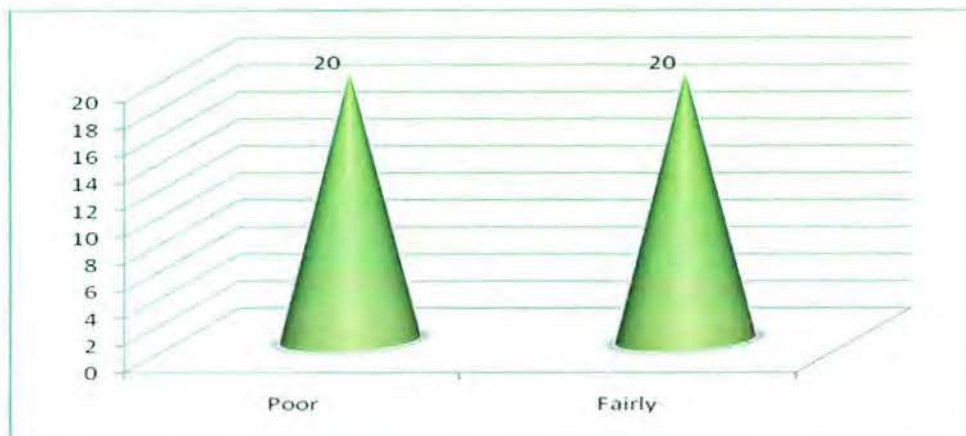


Figure 4.10 shows that 20 of the respondents agree that there are currently strategies effective enough for retention in an organisation and 20 respondents do not agree. Evidence shows that shortages are a symptom of inadequate policies on recruitment and retention of health care workers (Zurn *et al.*, 2005). A literature review (Chapter 2) showed that better remuneration, better living and working conditions, lack of facilities or resources, lack of promotion, heavy workloads and unsafe working and living environments contribute to nurses' decisions to leave (Oosthuizen, 2005:117). The Department of Health should put in place enough effective strategies to convince the respondents who do not think that there are enough retention strategies in place.

Figure 4.11 Alignment between Pay and Performance



The study shows from Figure 4.11 that the number of respondents who rate the alignment between pay and performance poor equals the number of respondents who rate it fairly. Staff retention priorities can be used by senior managers to modify policies pertaining to compensation, benefits, leave and career development to reward results, performance, attitude and initiative as well as to align HR focused programmes toward employees' most significant concerns (Cook and Jagers, 2005:4).

Figure 4.12 Employees Fit with the Organisational Climate and Culture

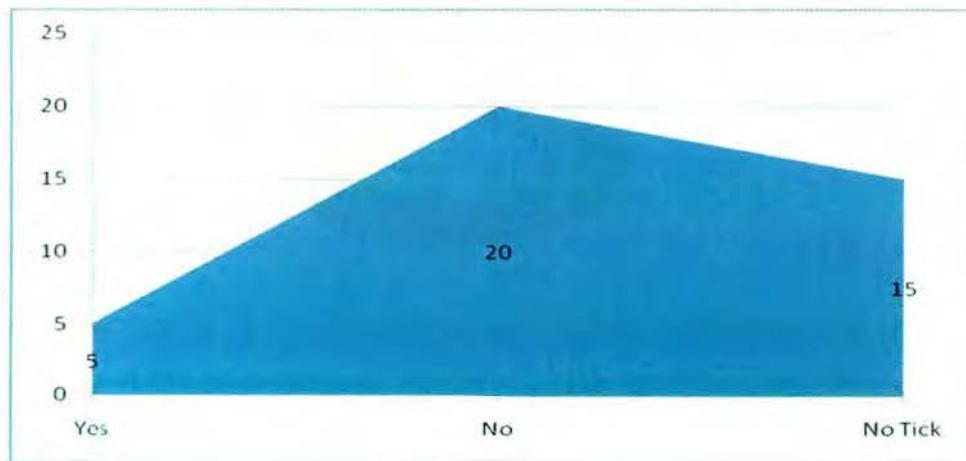


Figure 4.12 is an area figure because it shows that 5 respondents agree that they fit with the organisational climate and culture, 20 of the respondents do not fit, the respondents that did not tick are not sure whether they fit into the organisational climate and culture or not according to Jacobs and Roodt (2010), organisational culture can be introduced as a set of values, beliefs and behaviour patterns that form the core identity of organisations and help shaping the employees' behaviour.

Figure 4.13 Opportunity for Growth and Advancement

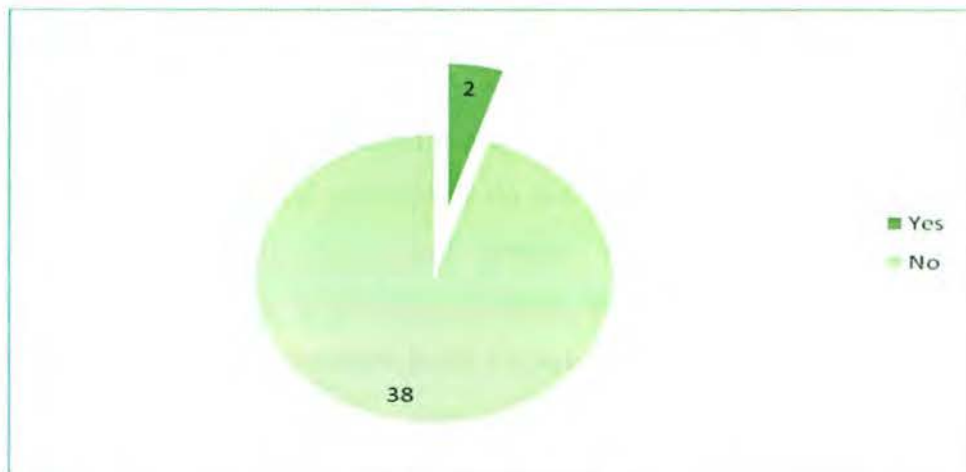
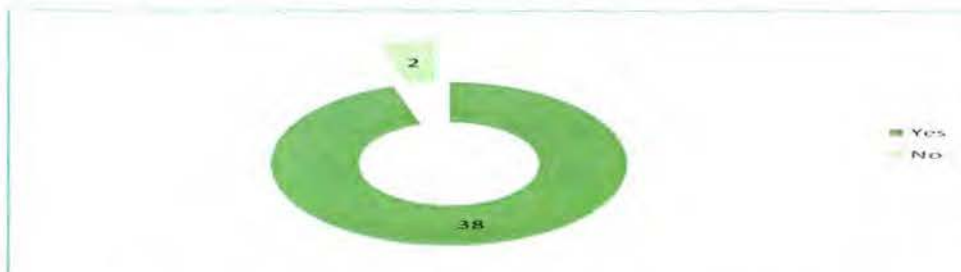


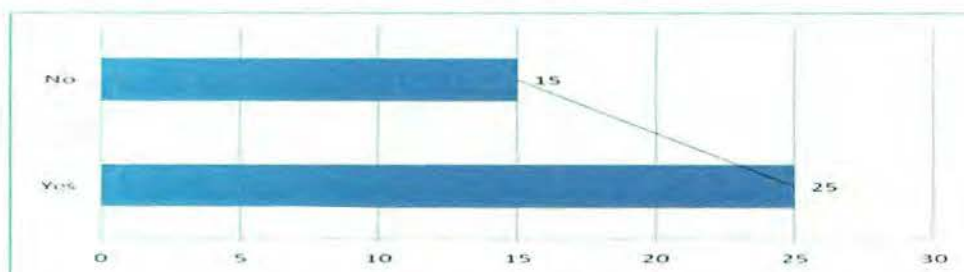
Figure 4.13 shows that 2 of the respondents agree that there is an opportunity for growth and advancement, 38 of respondents do not agree. Recent evidence showed that the most important reason for leaving was the lack of career development opportunities, followed by poor salaries, inequality with other health professionals and not being treated as a valued health professional. Moreover, in a recent study conducted in Lebanon, the lack of managerial support was also cited as a trigger for leaving (El-Jardali *et al.*, 2007).

Figure 4.14 Clear understanding of what is expected



The figure shows that 38 of the respondents have a clear understanding of what is expected from them and 2 of the respondents do not have a clear understanding. Employee and career development strategies help manage employees who need improvement, the area in which they need further development and the progress they have made towards improving the necessary skills, retain and empower your employees by allowing them to develop and manage their career paths and align them with organisational strategy.

Figure 4.15 Skills and experience sufficient for the job at hand



According to the statistical results, 25 of the respondents have skills and experience sufficient for the job at hand and 15 of the participants do not have skills and experience. The critical shortage of qualified and well-trained staff, poses a challenge in meeting the Health care requirements of the growing population (Gullatte & Jirasakhiran, 2005; Tourangeau & Cranley, 2006). Most of the respondents in the Department of Health have sufficient skills and experience for the job at hand.

The figure results shows that all the respondents do not have the right tools to do their job, furthermore they all say they have competent managers and their managers care for them as human beings. They all say they are having a good working relationship with their colleagues, according to the survey all the respondents say that their career paths allow them to become an expert in their field without being penalised for not taking management responsibility and they all say they have an open and honest two way communication channel with their managers.

4.5 Measures of association

Correlation is a measure of the relation between two or more variables. The measurement scales used should be at least interval scales, but other correlation coefficients are available to handle other types of data. Correlation coefficients can range from -1.00 to +1.00. The value of -1.00 represents a perfect negative correlation while a value of +1.00 represents a perfect positive correlation. A value of 0.00 represents a lack of correlation. (Leedy and Ormord, 2005) (see Appendix D).

The probability is that a person will be young and a man is -0.805. The relationship between age and sector is a negative correlation. The probability is that a person will be older and work in a public sector. There is a positive correlation 0.753 between sector and citizenship. Chances are the person who grew up in South Africa worked in a public sector. There is a positive correlation -0.756 between sector and qualifications, chances are persons with a degree worked in a public sector. There is a positive correlation 0.561 between sector and gender. Chances are a person will be a man and work in a public sector.

There is a negative correlation -0.630 between sector and climate. Chances are respondents in do not fit with the organisational climate and culture. There is a negative correlation -0.607 between sector and opportunity for growth and advancement. Chances are persons in public sector are given an opportunity to grow. There is a negative correlation -0.569 between citizenship and qualifications. Chances are there is no relationship between a person's qualifications and the person's citizenship.

There is a negative correlation -0.806 between citizenship and an opportunity for growth and advancement. Chances are that persons who grew up in South Africa are given an opportunity for growth and advancement. There is a positive correlation 0.702 between qualification and organisational climate and culture. The chances are there is no relationship between qualifications and the organisational climate and culture.

There is a positive correlation 0.778 between area and years of service in government. Chances are persons who grew up in a rural area have longer years of service in government.

There is a positive correlation 0.951 between area and being financially rewarded in accordance with contributions and performance. Chances are a person who grew up in urban areas is not rewarded. There is a negative correlation -0.951 between area and currently used strategy. Chances are that there is no relationship between the person's area and the currently used strategies for retention strategy in an organisation.

There is a positive correlation 0.951 between area and the alignment between pay and performance. Chances are that persons who grew up in urban areas are not fairly rewarded. There is a positive correlation 0.814 between area and skills and experience. Chances are persons who grew up in urban areas do not have skills and experience sufficient for the job at hand.

There is a negative correlation -0.806 between the opportunity for growth and advancement and citizenship. Chances are persons who grew up in South Africa do not have an opportunity for growth and advancement. There is a negative correlation -0.607 between the opportunity for growth and advancement and sector. Chances are that persons who are given an opportunity for growth are from both sectors.

A probability, that persons from urban areas are new in government. There is a positive correlation 0.786 between years and the financial rewards in accordance with contribution and performance. Chances are persons who stays longer in service are financially rewarded in accordance with their contribution and performance.

There is a positive correlation 0.786 between years and alignment between pay and performance. Chances are persons who stayed longer in government agree that there is a fair alignment between pay and performance. There is a positive correlation 0.951 between financial rewards in accordance with contribution; and performance and area. Chances are persons who grew up in rural areas are rewarded in accordance with their contribution and performance. There is a positive correlation 0.786 between financial rewards in accordance to contribution and performance and alignment between pay and performance. Chances are that persons are financially rewarded in accordance with contributions and performances are satisfied with the alignment between pay and performance.

There is a positive correlation 0.764 between years of service in government and skills and experience sufficient for the job at hand. Chances are persons who have more years in government have skills and experience sufficient for the job. There is a positive correlation 0.764 between financial rewards in accordance to contribution and performance and skills and experience. Chances are that persons who are financially rewarded have skills and experience.

There is a negative correlation -0.951 between currently used strategies and area. Chances are there is no relationship between where a person grew up and currently used strategies. There is a negative correlation 0.775 between currently used strategies and skills and experience for

the job at hand. Chances are persons who think there is enough effective strategies currently used have skills and experience sufficient for the job.

There is a positive correlation 0.775 between alignment between pay and performance and skills and experience for the job at hand. Chances are that persons who think the alignment between pay and performance, is fair to have sufficient skills and experience. There is a negative correlation between skills and experience and currently used strategies. Chances are there is no relationship between currently used retention strategies and skills and experience sufficient for the job at hand. There is a positive correlation 0.698 between a clear understanding of what is expected from you and having the right tools to do the job well. Chances are that persons have a clear understanding of what is expected from them while they don't have the right tools to do the job.

4.6 Conclusion

In summary according to these results 19 of the respondents are male, 21 of them are female, and most of the respondents age are between 40 and 50 years of age. According to the findings some of the respondents grew up in South Africa, in rural areas, most of them have qualifications and worked in public sector. Respondents not happy about financial rewards in accordance with contribution and performance equals the number of respondents happy. Most of them are not given an opportunity for growth and advancement.

The study results show that all the respondents do not have the right tools to do their job, furthermore they all say they have competent managers and their managers care for them as human beings. They all say they are having a good working relationship with their colleagues, according to the survey all the respondents say that their career paths allow them to become an expert in their field without being penalised for not taking management responsibility and they all say they have an open and honest two way communication channel with their managers.

This chapter outlined information pertaining to the analysis and interpretation of research results and findings in a quest to find the answers to the research questions. The next chapter provides the discussion of the results, recommendations, managerial guidelines and a summary.

CHAPTER 5

Conclusion and Recommendations

5.1 Introduction

Employee refers to all the strategies, action plans and methods used to retain talent, or valuable employees in the organisation in order to achieve and sustain competitive advantage. This study was conducted to encourage the Department of Health to develop and implement the retention strategy to curb high staff turnover, to reduce cost of attracting, recruiting, hiring, training and getting new employees. The study also seemed to establish how to improve job satisfaction to retain talent and valuable employees.

The outcome of this study is discussed in this chapter. In the previous chapter the research methodology that was followed in this study was spelt out. A summary of the outcome with respect to each of the research questions were discussed. The limitation of the study is discussed as well as suggestions for future research. A summary of the research questions is outlined followed by a recommendation to the Department of Health, then future research and a conclusion.

5.2 Summary of the Study

The aim of the study was to identify participant's views and insight about the impact that benefits, incentives and other retention strategies had on them as well as the effectiveness of each. The study was conducted in the Department of Health, data was collected from participants through questionnaires designed to answer research questions. Of the 42 questionnaires issued, 40 were returned.

The results of the study revealed that even though there are retention strategies in place, half of the respondents agree that the currently used strategies are effective enough and about half of them do not agree. Evidence shows that shortages are a symptom of inadequate policies on recruitment and retention of health care workers (Zurn *et al.*, 2005). A literature review showed that better remuneration, better living and working conditions, lack of facilities or resources, lack of promotion, heavy workloads and unsafe working and living environments contribute to nurses' decisions to leave (Oosthuizen, 2005:117). The Department of Health

should put in place enough effective strategies to convince the respondents who do not think that there are enough retention strategies in place.

The study shows in Chapter 4, that it is important for senior management to understand the extent of the cost involved in staff turnover before an appropriate retention strategy can be developed. Compared to the cost involved in staff turnover, the cost involved in staff retention can thus more easily be justified.

5.3 Response to Research Questions

The findings of this research in relation to each research question are discussed. Each question is followed by a discussion of the findings relating to that question.

5.3.1 What are the Incentives, from an individual's Perspectives that are the Most Productive in Adding Efforts to Keep Health Employee in their Positions?

The statistics show that 20 participants are financially rewarded in accordance with their contribution and performance and the remaining 20 participants are not satisfied. Assessments and job evaluation should be done for participants not financially rewarded according to their contribution and performance. Trevor and Nyburg (2008) emphasises a work climate that is conducive to fulfilling employees' expectations. Such a climate would include personal growth, autonomy and accomplishment, intellectually stimulating work and rewards based on contribution.

The statistical results show that 20 of the respondents agree that the currently used strategies are effective enough for retention in an organisation while 20 respondents do not agree. Evidence shows that shortages are a symptom of inadequate policies on recruitment and retention of health care workers (Zurn *et al.*, 2005). A literature review (chapter2) showed that better remuneration, better living and working conditions, lack of facilities or resources, lack of promotion, heavy workloads and unsafe working and living environments contribute to nurses' decisions to leave (Oosthuizen, 2005:117).

5.3.2 Are there Strategies that are being used or should they be used by Organisations to Retain Valuable Health Personnel and Remain Competitive?

The study shows that the number of respondents who rate the alignment between pay and performance "poor" equals the number of respondents who rate it "fairly". Staff retention priorities can be used by senior managers to modify policies pertaining to compensation, benefits, leave and career development to reward results, performance, attitude and initiative

as well as to align HR focused programmes toward employees' most significant concerns (Cook and Jagers, 2005:4).

The results show that 5 respondents agree that they fit with the organisational climate and culture, 20 of the respondents did not tick meaning they may not be sure whether they fit with the organisational climate and culture or not. According to Jacobs and Roodt (2010), organisational culture can be introduced as a set of values, beliefs and behaviour patterns that form the core identity of organisations and help shaping the employees' behaviour and this could convince the negative items.

5.3.3 Are there Exit Interviews Conducted?

The study shows that 2 of the respondents agree that there is an opportunity for growth and advancement, 38 of respondents do not agree. Recent evidence showed that the most important reason for leaving was the lack of career development opportunities, followed by poor salaries, inequality with other health professionals and not being treated as a valued health professional. Moreover, in a recent study conducted in Lebanon, the lack of managerial support was also named as a trigger for leaving (El-Jardali *et al.*, 2008).

The statistics shows that 38 of the respondents have an understanding of what is expected from them and 2 of the respondents do not have a clear understanding. Employee and Career development strategies help manage employees who need improvement, the area in which they need further development and the progress they have made toward improving the necessary skills, retain and empower your employees by allowing them to develop and manage their career paths and align them with organisational strategy (Ramlall, 2004).

5.3.4 Is there a Connection between the Health Individuals, Health Co-workers and the Health Supervisor?

The career development (as stated by 26) respondents ensure that there is a link between the different levels as portrayed here. Since most of the respondents are trained, having worked for periods longer than 6 years, it follows naturally that they will have a healthy relationship. However management will have to address this (Figures 4.13.4.14) as it may create problems. There was a positive correlation between opportunity for growth and advancement. People who perform well gets rewarded (positive correlation).

5.4 Limitation

Only one Department participated in this study. The study has been conducted in the Department of Health at the district office, hospitals and clinics. The results may therefore not be generalised.

5.5 Recommendations to Management

The findings of the study suggest that the Department of Health must ensure that the currently used strategies are effective enough for retention in the department. Furthermore, the Department should address aspects of unfairness, particularly with regard to remuneration issues, the department must acknowledge the contribution of the individual, and determine if further training or the right tools to enable higher performance are needed.

According to the results, 25 of the respondents have skills and experience sufficient for the job at hand and 15 of the participants do not have skills and experience. The critical shortage of qualified and well-trained staff poses a challenge in meeting the health care requirements of the growing population (Gullatte & Jirasakhiran, 2005; Tourangeau & Cranley, 2006). This should be addressed by the management ensuring the organisation keep the staff.

The study suggests that the Department needs to understand the full costs (both direct and indirect) associated with their staff turnover as compared to the cost of their strategies to enhance retention. The study shows that 2 of the respondents agree that there is an opportunity for growth and advancement while 38 of respondents do not agree. Recent evidence showed that the most important reason for leaving was the lack of career development opportunities, followed by poor salaries, inequality with other health professionals and not being treated as a valued health professional. Moreover, in a recent study conducted in Lebanon, the lack of managerial support was also named as a trigger for leaving (El-Jardali *et al.*, 2008). Expenses would be limited and opportunities for growth should be created to ensure staff stays.

5.6 Future Research

It is suggested that further research be conducted to determine whether the factors affecting retention in the Department of Health (as identified in this study) would also be applicable to other Departments, it would be interesting to understand whether the same retention variables and factors that apply to the Department of Health also apply to other Departments.

5.7 Conclusion

Managers need to understand the factors driving turnover and job dissatisfaction in order to develop appropriate strategies for motivation and retention. Some of these factors such as working environment, work motivation and creating an open culture are within the control of managers. This study, in attempting to address these issues, highlighted the overall dissatisfaction among participants.

Career opportunities and skills training offer employees the prospect of furthering their knowledge and improving their skills as employees. Managerial attention to this area would result in greater efficiency and personal satisfaction and growth among employees. The recognition of employees' contribution to the delivery of service should not go unnoticed. Rewards for performance and dedication are one way of giving recognition.

Targeted and comprehensive retention strategies need to be actively implemented to have desirable outcomes. Such a strategy should include job satisfaction measures, employee engagement, career planning, incentive for performance, recognition of experience, and intangible factors such as institutional culture and climate.

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Appendix A - Matrix

Pa pe r N o.	Themes	Ret ent ion sta teg y a	Jo b Sat isf act ion b	Exi t Int er vie ws c	Tu rn ov er rat es d	Train ing and devel opm ent e	Co m mu nic ati on f	Org anis atio nal cult ure g	Car eer Dev elop ment h	Recru itme nt and Rete ntion i	Perfo rman ce mana geme nt j
1	Recruitment and retention of Nurse Anesthesia Faculty: Issues and strategies.	1	1								
2	Treat me right! Retention strategies give oncology staff commitment to unit.	1									
3	A seven step Strategy to help retain your company's high-impact performers.				1		1				
4	A leadership strategy for change: Attracting and retaining nontraditional students through community partnerships and unique student service.						1				
5	A strategic Approach to Employee Retention.	1	1	1	1		1				
6	Rewarding and retaining the Best: Compensation Strategies for Top Performers.				1				1		
7	Building Program Participation: Strategies for recruitment and retention in worksite health promotion programs.						1			1	
8	Tomorrow's Workforce: The Needs for Immigrant Workers and Strategies to Retain Them.										
9	A new generation of professionals: Reflections and strategies: Recruitment and Retention.	1			1						
10	Evaluated strategies to increase attraction and retention of health workers in remote and rural areas.	1								1	
11	Winning employee – Retention Strategies for today's healthcare organizations.				1						1
12	Strategies for retaining your best appraisers.		1				1			1	
13	Retaining talent: Replacing Misconception with evidence – based strategy.	1	1	1	1	1					
14	Driver retention solutions:	1	1		1		1				

32	Job satisfaction and retention of nurses in the South African labour market. The mediating effect of knowledge sharing between organisational culture and turnover intentions of professional nurses.	1	1			1				
33	How to keep valuable employees.			1	1	1	1	1		
34	The retention of community service officers for an additional year at district hospitals in KwaZulu - Natal and the Eastern Cape and Limpopo.									
35	Retaining Professional nurses in South Africa: Nurse Managers's perspectives.	1								1
36	Retention of GIC versus Amalgam - a quantitative systematic review .	1		1	1	1	1	1	1	1
37	Artisan Retention in an organisation in South Africa									
38	Retention of knowledge and of skills in cardiopulmonary resuscitation among healthcare providers after training.	1	1			1	1			1
39	A descriptive and factor analytical study of salient retention strategies in commercial health and fitness centres.									
40	Talent Management helps organisations attract and retain the best employees.	1				1				
41	Retention factors of management staff in the maintenance phase of their careers in local government.								1	
42	Fasset sector encouraged to implement staff retention strategies		1				1	1	1	
43	Incentive and retention schemes for executives: the road ahead.	1			1		1			
44	Practical customer retention strategies for tough times.									
45	Talent retention in a changing workplace: An investigation of variables considered important to South African talent.	1					1			
46	The influence of burnout on skills retention of junior doctors at Red cross war memorial childre's hospital.									
47	Academic staff recruitment and retention at the Technikon Free State: Issues and Recommendations.		1		1		1			
48	Open access, retention and					1	1			1
49		1								

	throughput at the Central University of Technology.									
50	Job satisfaction of hospital nursing staff.	1	1							
51	A qualitative exploration of employees's views on organisational commitment.	1		1		1	1		1	
52	Policy appropriation in teacher retention and attrition: the case of North West Province.	1			1					
53	Factors affecting employee retention: what do engineers think.	1		1						
54	Building customer relationships as retention strategy in the South African domestic airline industry.	1								
55	The status of talent managment in the South African consulting civil engineering industry in 2008.								1	
56	The influence of career orientations on subjective work experiences.	1			1		1			
57	Work engagement, burnout and related constructs as predictors of turnover intentions.	1		1	1					
58	Managing tomorrow's workforce.	1								
59	Talent acquisition and retention: issues facing companies.	1			1		1			
60	What role does human resource management play in a business.				1					1

28	25	6	19	13	28	6	11	13	6
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Appendix B - Table of Construction

Research Question	Survey Questions	Variable(s) and/or Relationships measured	Question Type	Statistical test to be used
1. What are the incentives, from individuals' perspectives, that are the most productive in adding efforts to keep health employees in their positions?	1.1 What are the strategies and incentives that can be used for all personnel levels? 1.2 Are the currently used strategies effective enough for situations in organisations? 1.3 Are you being financially rewarded in accordance with your contribution and performance?	1.1 Not within scope, poorly, fairly, mostly, completely 1.2 Not within scope, poorly, fairly, mostly, completely 1.3 Not within scope, poorly, fairly, mostly, completely		Measures of association, Phi, crammers V Numerical description, Location, spread, distribution, cross tabulation
2. Are there strategies being used or should they be used by organisations to retain valuable health personnel and remain competitive?	2.1 What strategies are the most attractive to use? 2.2 How is the alignment between pay and performance 2.3 Do employees fit with the organisational climate and culture	2.1 Not within scope, poorly, fairly, mostly, completely 2.2 Not within scope, poorly, fairly, mostly, completely 2.3 Yes/No/Not sure		Convert nominal to rational 0,1,2,3,4 & do correlation coefficient testing with personal information Measure of association, Phi, crammers V

3. Are there exit interviews conducted for leaving staff?	3.1 Why do employees quit their job? 3.2 Is there an opportunity for growth and advancement 3.3 Do you have a clear understanding of what is expected from you? 3.4 Are your skills and experience sufficient for the job at hand 3.5 Are you having the right tools to do your job well (PC's, hardware, software applications etc.)	3.1 Not within scope, poorly, fairly, mostly, completely 3.2 Yes/No/Not sure 3.3 Yes/No 3.4 Yes/No 3.5 Yes/No		Measures of association, Phi, crammers V Numerical description, Location, spread, distribution, cross tabulation Normal And Distribution Convert nominal to rational 0,1,2,3,4 & do correlation co-efficient testing with personal information
4. Is there a connection between the health individual, health co-worker and the health supervisor?	4.1 Is there an opportunity for growth and advancement? 4.2 Do you have career paths that allow you to become an expert in your field without being penalized for not taking on management responsibility? 4.3 Are you having a good balance between	4.1 Yes/No 4.2 Yes/No 4.3 Yes/No 4.4 Yes/No		Measures of association, Phi, crammers V Numerical description, Location, spread, distribution, cross tabulation Convert nominal to rational 0,1,2,3,4 & do correlation co-efficient testing with personal

	your work and home life? 4.4 Do you have a manager who really cares for you as a human being? 4.5 Do you have a competent manager 4.6 Are you having a good working relationship with your colleagues? 4.7 Do you have an open and honest two way communication channel with your manager?	4.5 Yes/No 4.6 Yes/No 4.7 Yes/No	information Normal and Distribution Measures of association, Phi, crammers V Normal and Distribution
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Appendix C

FOR OFFICE USE ONLY: Respondent Code: _____
VOLUNTARY QUESTIONNAIRE FOR GOVERNMENT EMPLOYEES

"The development and implementation of retention strategy in the Department of Health"

Researcher: Tsholofelo Hope Mosepidi
Supervisor: Professor Sam Lubbe

Note to the respondent

- The researcher needs your help to understand the retention strategy in the Department of Health
- Although the researcher would like you to help her, you do not have to take part in this survey.
- If you do not want to take part, just hand in the blank questionnaire at the end of the survey session.
- What you say in this questionnaire will remain private and confidential. No one will be able to trace your opinions back to you as a person.

The questionnaire has three parts:

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

Part 2 asks general personal particulars like your age, gender and home language.

Part 3 asks about retention strategies.

How to complete the questionnaire

1. Please answer the questions as truthfully as you can. Also, please be sure to read and follow the directions for each part. If you do not follow the directions, it will make it harder for the researcher to do her project.
2. We are only asking you about things that you and your fellow researchers should feel comfortable telling us about. If you don't feel comfortable answering a question, you can indicate that you do not want to answer it. For those questions that you do answer, your responses will be kept confidential.
3. You can mark each response by making a tick or a cross, or encircling each appropriate response with a PEN (not a pencil), or by filling in the required words or numbers.

Thank you very much for filling in this questionnaire.

Part 1: Permission to use my responses for academic research

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

Initials and surname _____ Postal address: _____

_____ Postal code: _____

Contact numbers: Home: _____ Cell: _____

No.	PART 2: GENERAL PERSONAL PARTICULARS <i>Please tell us a little about yourself</i> Please mark only ONE option per question below.	9.	How many years of service do you have in the government? 1 – 5 years 6 – 10 years ☐ 11 – 15 years ☐ More than 16 years
1.	I am: ☐ African ☐ Coloured ☐ Indian ☐ Oriental ☐ White ☐ a member of another ethnic group: _____		PART 3: QUESTIONS OF RETENTION STRATEGIES
2.	I am a: General Manager Senior Manager Middle Manager Assistant Manager	10.	Are you being financially rewarded in accordance with your contribution and performance? Yes No
3.	I am _____ years old.	11.	Are the currently used strategies effective enough for retention in your organisation? Yes No Not sure
4.	I am a: ☐ female ☐ male.	12.	How is the alignment between pay and performance? ☐ poor ☐ fairly ☐ good ☐ excellent
5.	I grew up: in South Africa abroad: _____	13.	Do employees fit with the organisational climate and culture? Yes No Not sure
6.	I grew up in: a rural area an urban area	14.	Is there an opportunity for growth and advancement? Yes No Not sure
7.	I have: a degree a diploma a post-graduate degree	15.	Do you have a clear understanding of what is expected from you? Yes No

8.	I have work experience in : Private sector Public sector Both sectors	16.	Are your skills and experience sufficient for the job at hand? Yes No
17.	Are you having the right tools to do your job well (PC's, hardware, software applications etc.)? Yes No	20.	Are you having a good working relationship with your colleagues? Yes No
18.	Do you have a competent manager? Yes No	21.	Do you have career paths that allow you to become an expert in your field without being penalized for not taking on management responsibility? Yes No
19.	Do you have a manger that really cares for you as a human being? Yes No	22.	Do you have an open and honest two way communication channel with your manager? Yes No

Appendix D:

Table 4.1a Correlation

		Status	Age	Gender	Citizenship	Area	Qualification	Sector
Status	Correlation Coefficient	1.000	.000	-.398*	-.014	.053	.000	-.019
	Sig. (2-tailed)		1.000	.011	.930	.746	1.000	.907
	N	40	40	40	40	40	40	40
Age	Correlation Coefficient	.000	1.000	-.805**	-.403**	.000	.000	-.535**
	Sig. (2-tailed)	1.000		.000	.010	1.000	1.000	.000
	N	40	40	40	40	40	40	40
Gender	Correlation Coefficient	-.398*	-.805**	1.000	.423**	-.307	.000	.561**
	Sig. (2-tailed)	.011	.000		.007	.054	1.000	.000
	N	40	40	40	40	40	40	40
Citizenship	Correlation Coefficient	-.014	-.403**	.423**	1.000	-.271	-.569**	.753**
	Sig. (2-tailed)	.930	.010	.007		.091	.000	.000
	N	40	40	40	40	40	40	40
Area	Correlation Coefficient	.053	.000	-.307	-.271	1.000	.000	-.360*
	Sig. (2-tailed)	.746	1.000	.054	.091		1.000	.023
	N	40	40	40	40	40	40	40
Qualification	Correlation Coefficient	.000	.000	.000	-.569**	.000	1.000	-.756**
	Sig. (2-tailed)	1.000	1.000	1.000	.000	1.000		.000
	N	40	40	40	40	40	40	40
Sector	Correlation Coefficient	-.019	-.535**	.561**	.753**	-.360*	-.756**	1.000
	Sig. (2-tailed)	.907	.000	.000	.000	.023	.000	
	N	40	40	40	40	40	40	40
Years	Correlation Coefficient	-.179	.294	-.375*	-.342*	.778**	.000	-.454**
	Sig. (2-tailed)	.268	.065	.017	.031	.000	1.000	.003
	N	40	40	40	40	40	40	40
Qu1	Correlation Coefficient	.050	.000	-.347*	-.285	.951**	.000	-.378*
	Sig. (2-tailed)	.758	1.000	.028	.075	.000	1.000	.016

	N	40	40	40	40	40	40	40
Qu2	Correlation Coefficient	-.050	.000	.347*	.285	-.951**	.000	.378*
	Sig. (2-tailed)	.758	1.000	.028	.075	.000	1.000	.016
	N	40	40	40	40	40	40	40
Qu3	Correlation Coefficient	.050	.000	-.347*	-.285	.951**	.000	-.378*
	Sig. (2-tailed)	.758	1.000	.028	.075	.000	1.000	.016
	N	40	40	40	40	40	40	40
Qu4	Correlation Coefficient	-.026	.497**	-.266	-.475**	-.498**	.702**	-.630**
	Sig. (2-tailed)	.872	.001	.097	.002	.001	.000	.000
	N	40	40	40	40	40	40	40
Qu5	Correlation Coefficient	.012	.324*	-.341*	-.806**	.218	.459**	-.607**
	Sig. (2-tailed)	.944	.041	.031	.000	.176	.003	.000
	N	40	40	40	40	40	40	40
Qu6	Correlation Coefficient	-.380*	.000	.159	-.065	.241	.000	-.087
	Sig. (2-tailed)	.015	1.000	.327	.689	.134	1.000	.595
	N	40	40	40	40	40	40	40
Qu7	Correlation Coefficient	.065	.000	-.153	-.221	.814**	.000	-.293
	Sig. (2-tailed)	.691	1.000	.345	.171	.000	1.000	.067
	N	40	40	40	40	40	40	40
Qu8	Correlation Coefficient	-.266	.000	.111	-.046	.168	.000	-.061
	Sig. (2-tailed)	.098	1.000	.495	.780	.299	1.000	.711
	N	40	40	40	40	40	40	40

Table 4.1b Correlation

		Years	Qu1	Qu2	Qu3	Qu4	Qu5	Qu6	Qu7	Qu8
Status	Correlation Coefficient	-.179	.050	-.050	.050	-.026	.012	-.380	.065	-.266
	Sig. (2-tailed)	.268	.758	.758	.758	.872	.944	.015	.691	.098
	N	40	40	40	40	40	40	40	40	40
Age	Correlation Coefficient	.294	.000	.000	.000	.497**	.324*	.000	.000	.000
	Sig. (2-tailed)	.065	1.000	1.000	1.000	.001	.041	1.000	1.000	1.000
	N	40	40	40	40	40	40	40	40	40
Gender	Correlation Coefficient	-.375*	-.347*	.347*	-.347*	-.266	-.341*	.159	-.153	.111
	Sig. (2-tailed)	.017	.028	.028	.028	.097	.031	.327	.345	.495
	N	40	40	40	40	40	40	40	40	40
Citizenship	Correlation Coefficient	-.342*	-.285	.285	-.285	-.475**	-.806**	-.065	-.221	-.046
	Sig. (2-tailed)	.031	.075	.075	.075	.002	.000	.689	.171	.780
	N	40	40	40	40	40	40	40	40	40
Area	Correlation Coefficient	.778**	.951**	-.951**	.951**	-.498**	.218	.241	.814**	.168
	Sig. (2-tailed)	.000	.000	.000	.000	.001	.176	.134	.000	.299
	N	40	40	40	40	40	40	40	40	40
Qualification	Correlation Coefficient	.000	.000	.000	.000	.702**	.459**	.000	.000	.000
	Sig. (2-tailed)	1.000	1.000	1.000	1.000	.000	.003	1.000	1.000	1.000
	N	40	40	40	40	40	40	40	40	40
Sector	Correlation Coefficient	-.454**	-.378*	.378*	-.378*	-.630**	-.607**	-.087	-.293	-.061
	Sig. (2-tailed)	.003	.016	.016	.016	.000	.000	.595	.067	.711
	N	40	40	40	40	40	40	40	40	40
Years	Correlation Coefficient	1.000	.786**	-.786**	.786**	-.225	.276	.318*	.764**	.222
	Sig. (2-tailed)		.000	.000	.000	.163	.085	.045	.000	.168
	N	40	40	40	40	40	40	40	40	40
Qu1	Correlation Coefficient	.786**	1.000	-.000	1.000	-.440**	.229	.229	.775**	.160
	Sig. (2-tailed)	.000		1.000		.004	.154	.154	.000	.324
	N	40	40	40	40	40	40	40	40	40

Qu2	Correlation	-	-	1.000	-	.440**	-.229	-.229	-.775**	-.160
	Coefficient	.786**	1.000*		1.000*					
	Sig. (2-tailed)	.000				.004	.154	.154	.000	.324
	N	40	40	40	40	40	40	40	40	40
Qu3	Correlation	.786**	1.000*	-	1.000*	-.440**	.229	.229	.775**	.160
	Coefficient			1.000*						
	Sig. (2-tailed)	.000				.004	.154	.154	.000	.324
	N	40	40	40	40	40	40	40	40	40
Qu4	Correlation	-.225	-	.440**	-.440**	1.000	.382*	-.120	-.406**	-.084
	Coefficient		.440**							
	Sig. (2-tailed)	.163	.004	.004	.004		.015	.460	.009	.607
	N	40	40	40	40	40	40	40	40	40
Qu5	Correlation	.276	.229	-.229	.229	.382*	1.000	.053	.178	.037
	Coefficient									
	Sig. (2-tailed)	.085	.154	.154	.154	.015		.747	.273	.822
	N	40	40	40	40	40	40	40	40	40
Qu6	Correlation	.318*	.229	-.229	.229	-.120	.053	1.000	.296	.698**
	Coefficient									
	Sig. (2-tailed)	.045	.154	.154	.154	.460	.747		.064	.000
	N	40	40	40	40	40	40	40	40	40
Qu7	Correlation	.764**	.775**	-.775**	.775**	-.406**	.178	.296	1.000	.207
	Coefficient									
	Sig. (2-tailed)	.000	.000	.000	.000	.009	.273	.064		.201
	N	40	40	40	40	40	40	40	40	40
Qu8	Correlation	.222	.160	-.160	.160	-.084	.037	.698**	.207	1.000
	Coefficient									
	Sig. (2-tailed)	.168	.324	.324	.324	.607	.822	.000	.201	
	N	40	40	40	40	40	40	40	40	40

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

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