THE IMPACT OF CAREER PROGRESSION ON EMPLOYEE RETENTION

by

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ABSTRACT

Employee retention, especially of the best, most desirable employees is a key challenge at Sasol Nitro. Employers are trying to find ways to motivate employees to stay with their organisations for a longer period, but the efforts seem not to be working as challenges with employee retention are complex to comprehend. Different employees have different needs within the work environment and in their social relations.

In this study, the writer studied variables of career progression as it impacts on employee retention. Attachment was measured in terms of personal embedding: an employee is attached to the organisation due to opportunities available within the organisation as well as the climate and work conditions prevailing within the organisation. Career opportunities seem a threat at Sasol Nitro. Voluntary resignation due to career progression factors is on the increase, as observed from the previous separations and turnover intent of the pilot study.

The reasons employees leave organisations can vary widely, and as noted throughout the study, career opportunities play a major role. Remuneration/pay has consistently cited the most important factor to employee satisfaction. Although salary increases are often perceived as the most valuable incentive for employees to stay with the organisation, these are difficult to provide due to the present world recession in 2008. It is also difficult to personalise individual incentives to cater for those individuals that companies cannot afford to lose. Salaries, like other conditions of employment are no longer confidential as it used to be before the enactment of the Basic Conditions of Employment Act (Act 75 of 1997).

List of key terms: Attachment, Career, Embeddedness, Progression, Retention, Mobility.

OPSOMMING

Die behoud van die beste en waardevolste werknemers is 'n groot uitdaging by Sasol Nitro. Werkgewers poog om maniere te vind om werknemers te motiveer om langer in diens te bly by SASOL Nitro, maar die insette lyk of dit nie werk nie, en die uitdaging om werknemers te behou is baie kompleks om te bestuur. Verskillende werknemers het verskillende behoeftes in die werksomgewing en in hulle maatskaplike verhoudings.

In die studie het die navorser die veranderlikes van loopbaanverloop se impak op werknemerbehoud gebruik. Retensie is gemeet in terme van persoonlike aanpasbaarheid; 'n werknemer se retensie word bepaal deur die klimaat en werksomstandighede wat binne die organisasie bestaan. Volgens die steekproefstudie is loopbaanmoontlikhede in gedrang. Vrywillige bedanking as gevolg van loopbaanvooruitgang neem toe soos in die observasie van die voorafgaande studie aangetoon word.

Die redes vir die diensbeëindiging kan varieer, soos deurgaans genoteer word in die verslag. Beroepsgeleenthede speel 'n groot rol. Salarisse/lone is deurlopend bewys as die belangrikste motivering vir werknemers om in diens te bly. Dit is moeilik om individuele salarispakkette te akkommodeer: maatskappye kan dit nie bekostig nie. Weens die basiese voorwaardes vir werknemers, is salarisse nie meer vertroulik soos dit voorheen was voor die Wet op Basiese Diensvoorwaardes nie (Wet 75 van 1997).

Lys van sleutelbegrippe: Werknemer, Loopbaan, Behoeftes, Klimaat, Omstandighede, Mobiliteit.

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LIST OF ACRONYMS

ANOVA	-	Analysis of variance
AsgiSA	-	Accelerated and Shared Growth Initiative for South Africa
BEE	-	Black Economic Empowerment
IDP		Individual Development Plan
ILO	-	International Labour Office
JSE	-	Johannesburg Security Exchange
KPI	-	Key Performance Indicators
KRA	-	Key Results Areas
MSP		Monthly Salaried Personnel
NITRO	-	Chemical business unit within SASOL that produces Nitrogen and Nitrogen products
OECD	-	Organisation for Economic Cooperation and Development
PMCB		Performance Management Capacity Building
SASOL	-	South African Solids, Oils and Liquids Company, registered as SASOL Limited, registration number 1979/003231/06, whose ordinary shares are listed on the JSE and the NYSE
SMX	-	SASOL Mining Explosives
SPSS	-	Statistical Package for Social Sciences

NOTE TO EXAMINERS:

Because of stylistic considerations, references to gender in the text refer to the male gender. However, it does not exclude the female gender as the latter forms an integral part of the study.

CHAPTER 1

INTRODUCTION AND PROBLEM STATEMENT

South African employees are becoming more and more competitive within the global arena. Globalisation has opened more opportunities for employees to pursue careers in other countries. Presently, South Africa is phased with scarcity of skilled workforce due to high work mobility.

SASOL, as one of the companies experiencing this problem, according to Pepler (2008: 20), the director of competency development, is embarking on talent pipeline projects to train employees with new skills to aid the shortage of skills in technical and management fields. SASOL is experiencing a high employee turnover as noted by Pepler. Key employee retention is critical to the long-term health and success of the business. Organisational issues such as training time and investment, lost knowledge, mourning, insecure co-workers and a costly candidate search aside, failing to retain a key employee is costly.

1.1 PROBLEM STATEMENT

Jackson and Schuler (2003: 257) stress the fact that recruiting people to meet the organisation's human resource needs is only half the battle in the war for talent. The other half is keeping people. An organisation that keeps its employee turnover rates lower than the competitors' gains in two ways – by reducing costs and improving production. The objective of retention activities is to reduce unwanted voluntary turnover by people the organisation would like to keep in its workforce. Phillips and Connell (2003: 11) see this as an unfortunate endeavour since employees expect compensation in all forms. Some employees go to extremes to seek an organisation with a particular benefit that is critical to their needs. More employees are seeking an appropriate reward system that reflects individual contribution and individual performance. If rewards are not in direct proportion to achievement, employees often will find jobs at organisations where they will be rewarded accordingly.

According to Pepler (2008: 20), skills shortage is a real threat to company growth. Mobility of those with required skills and talent seem to be high in South Africa.

Retention of highly skilled employees within SASOL is highly important since SASOL is embarking on new projects and other developments. It cannot risk losing its well-trained employees to other companies. In 1998, South Africa enacted the Skills Development Act 97 (Skills Development Act 97 of 1998), which commenced on 2nd February 1999. The purpose of this act is to improve the quality of life of workers, their prospects of work and labour mobility, and to encourage employers –

- to use the workplace as an active learning environment;
- to provide employees with the opportunities to acquire new skills;
- to provide opportunities for new entrants to the labour market to gain work experience; and
- to employ persons who find it difficult to be employed.

Skill shortage is a global problem that is not only affecting South Africa, but also companies in China are struggling to retain their professional and support staff, and face having to pay higher salaries or excessive recruitment costs, according to research by Mercer Human Resource Consulting (HRM Guide, 2006). On the report, Fermin Diez commented that many organisations in China underestimate the true cost of replacing staff, particularly at more senior levels, taking account of all the elements that contribute to turnover cost, like recruitment agency fees, interviewing time, and loss of sales while positions remain unfilled. According to Diez (in HRM Guide, 2006), employers can face bills of over 200 percent of salaries for senior staff.

In May 2008, SASOL undertook a major broad-based BEE transaction with skills development and capacity building as a central theme (SASOL Inzalo prospectus, 2008). The transaction was concluded in respect of 10% of its issued shared capital ("the BEE transaction") funded through a combination of equity, third party funding and facilitation by SASOL. As a major participant in the South African economy, SASOL welcomes the role that it can play in helping to meet the country's socio-economic objectives, as outlined in the AsgiSA.

The proposed BEE transaction is designed to provide long term, sustainable benefits to all participants and will have tenure of ten years. It is proposed to comprise the following four participant groupings (collectively referred to as the "BEE participants") with their respective beneficial ownership in SASOL:

- Broad-based black South African public – 3.0%;
- Selected BEE groups – 1.5%;
- SASOL Foundation – 1.5%; and
- All SASOL employees, black and white, below managerial level that are permanent residents in South Africa (comprising 60% black and 40% white employees) and SASOL black managers and black non-executive directors – 4.0%.

The SASOL employee participant grouping is intended to broaden ownership in SASOL among its employees and to spread a significant portion of the benefit of the BEE transaction among SASOL employees to ensure the sustained success of SASOL. Employees who plan to resign from SASOL before the ten-year period of the transaction tenure, will lose ownership and dividends as declared annually.

The broad-based employee scheme creates an exit barrier to those employees who intend to resign from the organisation, as they will risk losing their shares. According to the scheme, share options allocated, whether exercised or not, and which have not as yet vested, will lapse. Share options that have vested could be taken up before the participant's last day of service with the company. Employees would keep their shares as long as possible, in particular where SASOL share prices are increasing year-on-year. On 1st March 2008, the SASOL share price was standing at R402.50 high as traded on the JSE.

Kreitner and Kinicki (2004: 59) state that, as the baby-boom generation reaches retirement age after the turn of the century, the workforce will be top-heavy with older employees, creating the problem of career plateauing for younger workers. Career plateauing is associated with stress and dissatisfaction. The abovementioned authors continue to say that it is unfortunate as this problem is intensified by the fact that organisations are flattening, and reducing the number of managerial jobs in order to save costs and increase efficiency. Managers will thus need to find alternatives other than promotions to help employees satisfy their needs and to feel successful, and employees will need to take a much more active role in managing their career.

1.2 RESEARCH QUESTIONS

Based on the above problem statement, the following questions can be formulated:

What drives employees to progress in their career?

Is promotion possible in the same job level; if so, will the candidate be satisfied with that kind of promotion?

Why is retention important to SASOL Nitro?

What are the main reasons why employees leave the organisation and how do these reasons link with the various theories and concepts on motivation?

What could SASOL Nitro do to retain those employees it cannot afford to let go?

1.3 RESEARCH OBJECTIVES

1.3.1 Primary objective

The primary objective of this study is to evaluate the impact of career progression on employee retention in a relative flat organisational structure.

1.3.2 Secondary objective

Conceptualise the concept of 'career progression and employee retention' from literature studies;

Identify factors that influence career progression;

Identify factors that influence employee retention;

Investigate whether there is any correlation between factors that influence career progression and those that influence employee retention; and

Make recommendations and conclusions based on the findings.

1.4 METHOD OF RESEARCH

The aim of this research will be achieved by means of a literature study and empirical research. The following primary information sources will be used to gather necessary literature and other information:

- Library catalogues;
- Journals;
- Internet; and
- SASOL Nitro Human Resource Department.

Data of employees who left the company during the past five years from the Human Resource Department will be used for clarity and further understanding of why employees leave organisations in relation to those found from the survey that was done with the present employees.

1.5 DELINEATION AND LIMITATIONS

SASOL Nitro is part of the SASOL group of companies and has plants in Secunda, Meyerton, Ekundustria, and Sasolburg, South Africa. The study will focus on SASOL Nitro's business in Sasolburg in isolation of other SASOL Group companies. The study will employ research survey questionnaires prepared for all employees on different job levels.

SASOL Nitro Sasolburg has a total of 161 employees on permanent employment. The sample consisted of randomly selected participants of N =72 from Sasolburg. The results will be discussed with other participants on the management team to draw understanding to the group approach of the survey.

1.6 DEFINITIONS OF GENERAL TERMS AND CONCEPTS

1.6.1 Organisation structures

Smit and De J Cronjé (2002: 217) stress the fact that in any organising effort, managers must choose an appropriate organisation structure. They refer structure to the designated relationship between resources of the management system. Its purpose is to facilitate the use of each resource, individually and collectively, as the management system attempts to attain its objectives. The organisation chart best represents this structure. Kreitner and Kinicki (2004: 636) define the organisation structure as a graphic representation of formal authority and division of labour relationships. The organisation chart reveals four basic dimensions of organisational structure: hierarchy of authority (who reports to whom), division of labour, spans of control, and line and staff positions. Figure 1.1, as discussed and showed later on page 8, depicts a part of SASOL Nitro Sasolburg's organisation chart.

1.6.2 Organisation analysis

O'Brien and Marakas (2006: 408) emphasise the fact that before attempting to improve or understand a system within an organisation, one needs to know something about the organisation, its management structure, its people, its business activities, and the environmental systems it must deal with. According to Smit and De J Cronjé (2002: 218), two basic types of structure exist within management systems: formal and informal structure. They define formal structure as the relationships between organisational resources as outlined by management. Primarily the organisation chart represents the structure. Informal structure is defined as the pattern of relationships that develops because of the informal activities of organisation members. It evolves naturally and tends to be moulded by individual norms, values or social relationships. In essence, informal structure is a system or network of interpersonal relationships that exists within, but which is usually not identical to an organisation's formal structure. Although it is omitted from the formal structure, it affects decisions within it.

1.6.3 Sasol Nitro

SASOL Nitro is part of the SASOL group of companies and has plants in Secunda and Sasolburg, South Africa. The premises in Sasolburg consist of ammonia synthesis, storage facilities, (ammonia, ammonium nitrate and nitric acid storage), Ammonium nitrate, and Prillan (explosives grade) plants. Most of these units are 50 years old, except the ammonia synthesis and the Prillan plant that were built in the nineties. The vision of SASOL Nitro is to become the leading company in sub-Saharan Africa with Nitrogen and beyond.

SASOL Nitro is characterised by four structural dimensions: formalisation, integration, centralisation and complex. Kreitner and Kinicki (2004: 654) say centralised decision-making occurs when top management makes key decisions.

This is true for mechanistic organisation, whereby a rigid bureaucracy exists with strict rules, narrowly defined tasks, and top-down communication. Formalisation is the extent to which an organisation uses rules and procedures to prescribe behaviour such as the details on how, where, and by who tasks are to be performed. Formalisation restricts the activities of employees to those prescribed in advance. Complexity describes the many, usually interrelated, parts of an organisation. This can refer to the number of hierarchical levels, the span of control, or the geographical dispersion of operating sites,

among others. Structural integration refers to the coordination of activities among the different specialisations within the firm.

1.6.3.1 Hierarchy of authority

The Maintenance Department comprises three managers, namely mechanical, instrumentation, and electrical managers who report to the engineering manager. The engineering manager reports to the business unit manager. Other functions are production, which consists of the production manager and process engineer. Both report directly to the business unit manager. The Financial Department has financial consultants who report to the financial manager, who reports directly to the business unit manager. The project manager reports to the engineering manager. The other organ of the structure is the SHE Department, which comprises the safety officials and the safety manager who report to the engineering manager. The business unit manager reports to the general manager: operations, located at the SASOL headquarters in Rosebank, Johannesburg.

1.6.3.2 Partial organisation chart for SASOL Nitro Sasolburg

Hunt (2006: 22) says that most successful companies have relatively simple organisational structures with only a few layers of management and relatively small head offices. He believes that this delivers transparency and constructive communication as opposed to stifling bureaucracy. With such a structure, strong organisational leadership is easier to achieve due to leaders not having to work through layers of authority and independence, or the expected consultation process required in structures with layers of management.

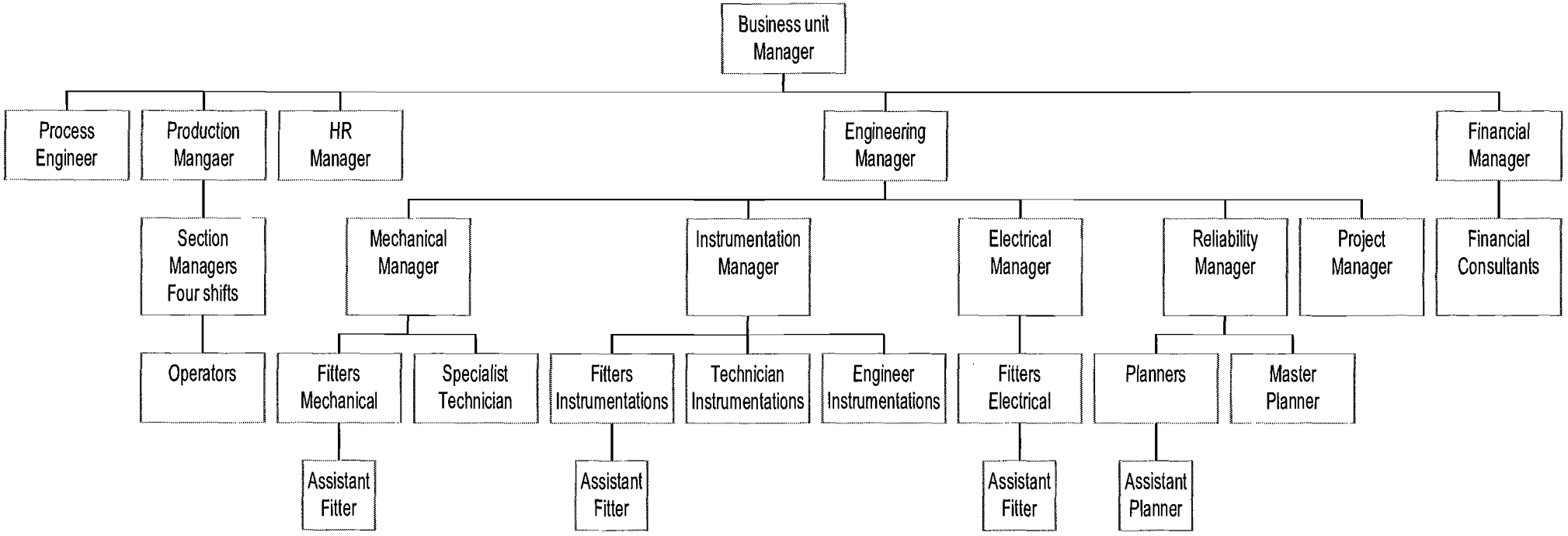


Figure 1.1 Partial organisation chart for Sasol Nitro Sasolburg

Source: Internal communication

1.6.3.3 Spans of control

Kreitner and Kinicki (2004: 636) define span of control as the number of people reporting directly to a given manager. Nitro structure does not have a specific ratio of subordinates reporting to individual managers, but the lower level of the structure seems to be wide with 9 to 13 fitters per discipline (not shown in the chart) while the higher to the top, the narrower the structure becomes. There are lots of disciplines and functions concentrated at the bottom of the structure.

1.6.4 Career

Career is a term defined by the Oxford English Dictionary (2006: 261) as an individual's "course or progress through life or a distinct portion of life". It usually is considered to pertain to remunerative work. Firkola (2004: 136) sees career as entailing the notion of vertical mobility, moving upward in an organisation's hierarchy. By this definition, career represents the sequence of promotions and other upward movements (for instance, lateral transfers to more responsible positions, or moves to "better" organisations or locations) during the course of an individual's work life.

The abovementioned author continues viewing career as a lifelong sequence of jobs (objective career). By this definition an individual's career is his job history – the series of positions held, regardless of occupation or level, during the course of his working life. According to this definition, all people who work have careers. A career can also be viewed as a lifelong sequence of role-related experiences. The author sees this definition as a subjective career: the changing aspirations, satisfactions, self-conceptions, and other attitudes of the individual towards work and life.

1.6.5 Employee

The Basic Conditions of Employment Act (Act 75 of 1997) defines 'employee' as any person, excluding an independent contractor, who works for another person or for the State and who receives, or is entitled to receive, any

remuneration; and any other person who in any manner assists in carrying on or conducting the business of an employer.

1.6.6 Performance and development management

Thompson et al. (2008: 196) see performance and development management as the key process in providing the link between the vision and the strategy and the integration of the people management process. Performance and development management promotes the alignment of individual objectives with the overall business objectives and is applied through a process of capacity-building and continuous improvement. In short, good people management and performance and development management equip both management and individuals and make them accountable for the achievement of the organisation's strategic objectives.

To meet the company objectives, every individual must have a role profile. The above authors believe that a role profile can be used as a standard for the alignment of the organisation's strategy and performance objectives.

1.6.6.1 Components of a role profile

Position description – it provides the individual employee with information regarding his position, such as the department/team in which he will work, the people that he will report to, the purpose of his position and the qualifications and experience that pertain to his position;

KRA/KPI profile – describes the outputs (results) that are expected of the individual, i.e., what he must achieve to be successful in the particular position;

Competency profile – describes the skills, knowledge and abilities that will be required to achieve the objectives;

Compliance profile – describes the legal requirements that are a prerequisite for the position. It may be possible that a particular position requires that an individual has a specific level of education, for instance, a senior certificate, trade, or specific training/experience; and

Contribution profile – the behaviour that the individual is expected to display on a daily or a regular basis.

1.6.7 Skilled employee

Catt and Scudamore (1997:2) use the term 'skilled people' to describe people with hand-on skills, people who perform manual tasks that require training – usually in the form of an apprenticeship or its equivalent. In most cases, the training given in South Africa would be supported by appropriate further education such as a diploma, degree or any other equivalent qualification in a particular field. The skills acquired would then be subject to development by experience. A fully skilled person is therefore someone who has undergone several years of training, education and job experience or a person who fits the profile of the job/position.

1.6.8 Retention

Mitchell et al. (2001: 1102) noted that the personal and organisational costs of leaving a job are often very high. It is not surprising then, that employee retention has the attention of top-level managers in today's organisations. Employees' personal values, career goals, and plans for the future must fit with the larger corporate culture and the demands of his immediate job (job knowledge, skills, and abilities). In addition, a person will consider how well he fits the community and surrounding environment. Mitchell et al. (2001:1103) believe that the better the fit, the higher the likelihood that an employee will feel professionally and personally tied to an organisation.

Retention is the percentage of employees remaining in the organisation. A high level of retention is desired in most of the job groups (Phillips & Connell, 2003: 2). Jackson and Schuler (2003: 253) define retention activities as everything an employer does to encourage qualified and productive employees to continue working for the organisation.

1.7. FORMULATION OF HYPOTHESIS

According to Levine et al. (2005: 332), hypothesis testing typically begins with some theory, claim, or assertion about a particular parameter of a population. As an example, SASOL Nitro has a relative flat structure; as a result upward mobility is impossible. This might be taken as a claim until proven otherwise.

The hypothesis that the population parameter is equal to the company specification is referred to as the null hypothesis. The authors above note that the null hypothesis is always one of status quo, and is identified by the symbol H_0. Based on the problem statement and the research objectives, the following null hypotheses were formulated:

Ho_1 There is no significant difference between organisation level (Management, Administrative, Engineers and Technicians, operators, and others) with regard to the degree of individual perception to job retention, organisational fit, career opportunities, job satisfaction, turnover intent, and embeddedness.

Ho_2 There is no significant difference between different age groups in terms of the degree of individual perception to job retention, organisational fit, career opportunities, job satisfaction, turnover intent, and embeddedness.

Ho_3 There is no significant difference between employee gender in terms of the degree of individual perception to job retention, organisational fit, career opportunities, job satisfaction, turnover intent, and embeddedness.

Ho_4 There is no significant difference between level of education in terms of the degree of individual perception to job retention, organisational fit, career opportunities, job satisfaction, turnover intent, and embeddedness.

Ho_5 There is no significant difference between job levels in terms of the degree of individual perception to job retention, organisational fit,

career opportunities, job satisfaction, turnover intent, and embeddedness.

Ho_6 There is no significant difference between employees' years of service (tenure) in terms of the degree of individual perception to job retention, organisational fit, career opportunities, job satisfaction, turnover intent, and embeddedness.

Ho_7 There is no correlation between individual perception to job retention, organisational fit, career opportunities, job satisfaction, turnover intent, and embeddedness.

1.8 SIGNIFICANCE OF THE STUDY

The world is seeking alternative and better ways to source cleaner and more reliable energy. SASOL can add a lot of value in this regard, and is increasing its presence as a global player in the chemicals and fuels sector. While the company has the capital and technology for its growth plans, the required human capital is in critical short supply - locally and globally. As a critical success factor for ongoing growth plans, and even just to maintain existing operations, there is a need to develop a framework that will ensure the availability of sufficient human capital with the required skills and experience.

According to Nel (2007), today neither employees nor employers seem to take for granted that a person will stay with the same organisation until retirement. Yet, keeping employees for longer periods is an important challenge facing SASOL Nitro. Recruiting new employees from outside the group is a costly exercise that is reserved for a last option. The company provides employees with study opportunities, and the most sought-after work experience, but it loses them to other organisations.

The significance of this study is threefold: first, as an aid of reference to the company when designing individual development plans that will benefit the employee as well as SASOL Nitro; second, this study includes a background (literature search) on employee retention and career progression to be perused by the Human Resource Department and interested individuals. This

background information provides insight into a best-practices approach to employee retention. And finally, this study gives a practical view of why other employees might leave the organisation in search of better opportunities and satisfactions.

1.9 CHAPTER SUMMARY

This chapter served as the introduction to the study as proposed, sketching the research problem context and setting the scene for the rest of the dissertation. Chapter two of this study will focus on the literature study on defining factors that influence career progression. Chapter three will be dedicated to defining factors that influence employee retention. Chapter four is the research method, looking at methods used on the analysis of the data gathered during the empirical study. The results of this study will be presented in chapter five. A survey questionnaire to evaluate the level of satisfaction of present SASOL Nitro employees with regard to career progression and employee retention was also compiled. Chapter six will reveal recommendations and conclusions of the study.

CHAPTER 2

CAREER PROGRESSION WITHIN AN ORGANISATIONAL CONTEXT

2.1 INTRODUCTION

In the previous chapter, focus was placed on introducing the concept of career progression and employee retention. SASOL Nitro, as the area of concern was also discussed in short to give a better understanding of the business and its structure. Some of the general terms and concepts used in the study were defined in the previous chapter. In this chapter, focus will solemnly be on discussing career progression within an organisational context, and how progression affects employees' social status and personal growth.

The chapter is principally concerned with career progression within the organisation. For one individual, career is generally important to a person who has just been employed. This individual might devote all his energies developing his career by further studies and gaining more experience relating to his career and allowing himself to be mentored by his senior employees. In contrary, a person who has seen it all, might be interested in achieving more out of his career; this might include progressing within the ranks of the organisation, as the present job does not stimulate or challenge him any more.

2.2 DEFINING THE CONCEPTS

2.2.1 Career drivers

A career driver is an inner force that determines what a person wants and what he needs from working life. Nicholson (1993:40) states, "The more challenging, complex, and demanding are our occupations, the more we are to think of our career not as part of our lives, but as our lives. Careers shore up central elements of our sense of identity, fill out time with meaningful

activity, provide a sense of purpose to our view of the future, and enable us to feel worthwhile participants in social institutions and relationships". London (1983: 620) defines career motivation as the set of individual characteristics and associated career decisions and behaviours that reflect the person's career identity, insight into factors affecting his career, and resilience in the face of unfavourable career conditions. The definition can be divided into direct, defensive motives, and self-expansive motives. The latter will form a core part of this study.

Direct motive as the basic branch of the motivational system encompasses the biological processes and innate behavioural proclivities that keep us alive (Pyszczynski et al., 1997). As an example, the avoidance of a source of physical pain, like moving away from a loud noise, and to seek social attachment comes to mind. The authors above point out that in some cases, the biological mechanisms and innate response patterns give rise to subjective need states, in which people feel desire for food, water, relief from pain, or social contact. These subjective desires instigate overt behaviour oriented toward acquiring these entities.

This topic leads to the old Maslow's theory of human motivation. The theory categorizes human needs into five broad groups. Physiological needs include the classic drives: hunger, thirst, and sex as well as sensory needs such as taste, smell, and touch. Safety needs include physical illness, surgery, quarrelling parents, and separation; while belonging needs can arise from interpersonal relationships with loved ones. Esteem needs concern each person's desire for a stable and high evaluation of himself. Self-actualisation needs are those desires to become more and more what one is, to become everything that one is capable of becoming.

Self-expansive motives are different from biological-homeostatic and symbolic-defensive motives in that there is less of a sense of urgency about them. The abovementioned authors see these motives as not stemming from a sense of discomfort, distress, or deficit that the individual desires to minimize, but rather operating in a drive-like manner, expansive motives entail a potential to derive pleasure from the maximal engagement of one's cognitive

and behavioural capacities with the environment. Expansive activities are motivating because of the pleasure that such engagement produces.

2.2.2 Career progression

Firkola (2004: 139) sees career development as an individual endeavour. With career development, the employee is responsible for his career planning, and the organisation, and particularly the Human Resource (HR) staff, is responsible for career management. Career planning is a process of helping employees to set clear career objectives and developing activities to help them achieve these goals. Career management, according to Firkola, refers to specific HR activities such as job placement, performance appraisal, counselling, training, and education. He emphasizes the fact that effective career management programs focus on long-term results, take into account the diversity of people, and use methods other than a traditional classroom approach to training. These include experience-based training, self-directed learning projects, and involvement in professional organisations and associations. Gaining knowledge and experience through career management programs produce change or growth within the individual – a simultaneous improvement in the organisation that entails an increase in both complexity and simplicity.

Pyszczynski et al. (1997: 6) explain further that complexity increases in the sense that the internal representation becomes differentiated and comes to encompass more and finer distinctions. While simplicity increases in the sense that the internal representation becomes more orderly and elegant, individual elements are organised into more coherent structures that increase the efficiency of the representation.

2.2.3 Job evaluation

According to Neal (1999: 238), workers search for a career before a job or a career match. Workers do not begin searching over firms alone until they have already found a suitable career match. Thus complex job changes tend to occur early in a worker's career, and simple employer changes tend to occur later. Neal says when workers change employers without changing careers,

one may infer that the worker has found a suitable career match. According to London (1983: 620), career identity reflects the direction of career motivation; career insight and resilience reflect the arousal, strength, and persistence of career motivation. He also points out that some of the dimensions, like need advancement and commitment to managerial work are most applicable to managers in hierarchical organisations. Before proceeding with career job evaluation it is better to explain the three dimensions of career motivation.

2.2.3.1 Career identity

London (1983: 621) says career identity is how central one's career is to one's identity. It consists of two sub-domains: work involvement and desire for upward mobility. The latter is central to this research. Work involvement dimension, which should be positively related to career identity, include job involvement, professional orientation, commitment to managerial work, and identification with the organisation. He furthers that individuals who are high on career identity are likely to find career satisfaction to be more important than satisfaction from other areas of life.

The upward mobility sub-domain includes the needs for advancement, recognition, dominance, and money. It also includes the ability to delay gratification, which should be negatively related to desire for upward mobility (London, 1983: 621).

2.2.3.2 Career insight

The last mentioned author interprets career insight as the extent to which the person has realistic perceptions of himself and the organisation, and relates these perceptions to career goals. Goal flexibility and need change should be inversely related to career insight. Other relevant dimensions such as goal clarity, path goal clarity, social perceptiveness, self objectivity, realism of expectations, career decision making, and future time orientation should be positively related to career insight.

2.2.3.3 Career resilience

This is a person's resistance to career disruption in a less than optimal environment. To understand the meaning of career resilience more clearly, it should help to have a conception of its opposite – career vulnerability. This is the extent of psychological fragility; for example, becoming upset and finding it difficult to function when confronted by less than optimal career conditions like barriers to career goals, uncertainty, and poor relationships with co-workers (London, 1983). Being high on career resilience and low on career vulnerability, according to London, does not mean that the person is insensitive to such environmental conditions, but rather that he will be able to cope more effectively with a negative work situation.

Furthermore, London classifies career resilience into three sub-domains: self-efficacy, which includes the dimensions of self-esteem, need autonomy, adaptability, internal control, need achievement, initiative, need creativity, inner work standards, and development orientation. Another sub-domain is risk taking, tendencies thereof, fear of failure, need security, and tolerance of uncertainty and ambiguity (of one's career). The third sub-domain is dependency. This includes career dependency, need for superior approval, and need for peer approval.

In conclusion, a person turns to evaluate his career move through growth needs, which include a desire to have creative and productive effects upon himself and upon his environment. Satisfaction of growth needs occurs when a person engages problems, which call upon him to utilize his capacities fully and to develop new capabilities. To identify one's career, begin with career plans, involvement, and the ability to give up something of value for one's career.

2.2.4 Job satisfaction and involvement

Satisfaction with a given activity implies, most generally, both positive evaluation of that activity and positive affect deriving from it. Satisfaction follows from the attainment of rewards – rewards that are consistent with expectations and that fulfil one's needs (Mortimer & Lorence, 1989). Simply

put, job satisfaction is defined by Mortimer and Lorence (1989: 250) as a positive emotional state resulting from the appraisal of one's job or job experience. Work involvement or commitment, on the other hand, refers most generally to the extent to which work is a central and important sphere of life activities (Mortimer & Lorence, 1989: 251).

2.2.4.1 Determinant of job satisfaction

- Job value: Mottaz (1985: 367) refers value to the relative importance assigned to the various aspects of work by the individual. Individuals seem to differ considerably in what they are looking for in work. Mottaz says some individuals assign greater importance to pay while others are more concerned with interesting and challenging jobs. According to Mottaz, considerable attention has been focused on the relationship between work values and occupational level. However, he states that the findings in this area are not entirely consistent. It is suggested that lower-level workers have an instrumental orientation toward work and are mainly interested in extrinsic rewards. Consequently, the major determinants of work satisfaction are pay, fringe benefits, promotion, and the like.
- Job rewards: According to Bokemeier and William (1987: 191), income is a standard by which a worker can assess relative gains from the investments of time, work, and skills in a job. Rewards can be intrinsic and extrinsic in nature. Intrinsic rewards, according to Mottaz (1985: 366), are derived from the content of the task or work itself, and include such factors as interesting and challenging work, self-direction and responsibility, variety, creativity, opportunities to use one's skills and abilities, and sufficient feedback regarding the effectiveness of one's efforts. Extrinsic rewards refer to rewards derived from interacting with others on the job. They are based on the quality of interpersonal relationships and include such factors as friendly, helpful and supportive co-workers and supervisors. Another type of extrinsic reward is the organisational dimension, which refers to the reward provided by the organisation for the purpose of facilitating or motivating task performance (Mottaz, 1985: 369).

2.3 CAREER MANAGEMENT

Firkola (2004: 140) clearly mentions that to obtain the best result possible, the HR staff have to identify the needs and career goals of the individual employees and then plan appropriate career management activities. Career management programs also encourage employees to examine future career paths.

2.3.1 Career management process

2.3.1.1 Career exploration

Stumpf and Hartman (1984: 309) define career exploration as purposive behaviour and cognitions that afford access to information about occupations, jobs, and the organisations that were not previously in the stimulus field. They further point out that the individual explores the environment in order to obtain career-related information. However, not all exploration behaviours lead to the assimilation of new, accurate, and useful information. Therefore, the relationship between exploratory behaviours and the amount of information obtained should be strong, positive, but not perfect. During exploration, the individual gathers information that is subsequently assessed to make a choice regarding organisational entry. The proposed casual sequence is that the more previous exploration activities, the higher level of information available at the decisional point. By exploring more and utilizing multiple sources (i.e., peers, professors, knowledgeable job incumbents), the individual gathers more information, some of which converges to provide a more accurate information base.

Where one explores and how one explores likely influence employees' developmental behaviour, says Noe (1996: 121). Typically, individuals obtain career information through self-exploration of values, interests, and skill strengths and weaknesses, and environment exploration; for instance, discussing career interests with peers or family members. Noe furthers that employees who are aware of their strengths and weaknesses are more likely to demonstrate behaviour designed to improve skill weakness.

2.3.1.2 Development of career goals

In developing career goals, individuals are to make decisions and behave in a manner worth the decision. London (1983: 624) notes that career decisions and behaviour include generating alternative courses of action, seeking information about them, evaluating the information, setting goals, making decisions to behave in various ways, and carrying out the decisions. The process of setting career goals and career decisions are cognitive, but are manifest in observable actions.

Goal focus can be defined as how sure the person is about their career goal or preference for a specific occupation, job, or type of organisation in which to work, (Stumpf & Hartman, 1983:320). Goal focus may be an important determinant of developmental behaviour and willingness to participate in development activities. According to Noe (1996: 121), the more focused employees' career goals, the more likely they will be to engage in behaviours which will help them reach their goals, and the greater their motivation to participate in development activities.

2.3.1.2.1 Significance

In section 2.2 career identity was discussed, which, according to London (1983: 620), reflects the direction of career motivation; career insight and resilience reflect the arousal, strength, and persistence of career motivation. London suggests that persons who have strong commitment and involvement in their careers likely believe that career accomplishments are related to feelings of self-worth. As a result, these employees are more willing to accept any type of mobility opportunity, because they view mobility as a necessary requirement to achieve their career objectives. In pursuit of one's career, it is important to note that the pursuit might affect other people within or outside the organisation (Kreitner & Kinicki, 2004: 273).

2.3.1.2.2 Career autonomy

Kreitner and Kinicki (2004: 40), in a discussion of general principles of managers, mention that all people are intrinsically valuable and have the right to self-determination. They also point out that people should act in ways that demonstrate each person's worth, dignity, and right to free choice. People should also not use others as mere "things", or only as a means to an end. Thus they define autonomy as the extent to which the job (career) enables an individual to experience freedom, independence and discretion in both scheduling and determining the procedures used to achieve end results (Kreitner & Kinicki, 2004: 273).

- Feedback: Rabin et al. (1985: 570) see feedback as playing a determinative role in how employees perceive their work environment, and it affects their perception of their employer's evaluation and reward system. They also believe feedback affects both employee motivation and performance. Employees desire and actively seek feedback about their performance from their supervisors, co-workers, and the work itself. This behavior occurs because employees seek to reduce uncertainty about the adequacy or acceptability of their performance at work. These behaviours reflect a desire to understand contingencies at work and between performance and rewards. Feedback may occur through formal evaluations, but more often occurs informally in day-to-day communication. According to Chesney and Locke (1991: 400), direct goal mechanisms such as effort, direction, and persistence improve performance almost automatically.
- Direct attention: Goals that are personally meaningful, tend to focus one's attention on what is relevant and important.
- Regulated effort: According to Kreitner and Kinicki (2004:306), goals motivate individuals to act.
- Increase persistence: Within the context of goal setting, persistence represents the effort expended on a task over an extended period of time.

2.3.1.2.3 Career strategy implementation

The third aspect of career management is the development and implementation of a career strategy (Noe, 1996: 122). He defines career strategy as an activity or behaviour, such as participating in a mentoring relationship that increases the likelihood of career goal attainment. Employees' use of career strategies also likely stimulates developmental behaviour. As an example, employees who are actively using career strategies involving expertise development and networking are more likely to read technical reports and journals, and attend courses and develop contacts in the organisation.

Age, position and the manager's support for development activity likely influence employees' involvement in the career management process as well as performance and developmental behaviour; i.e., they function as covariates (Noe, 1996: 123). Employees are likely more motivated to engage in career management activities when their manager encourages discussions related to development and career issues, and are willing to identify resources to help the employee with specific problems, and assists in setting performance and career goals.

2.4 ORGANISATIONAL CAREER INTERVENTION

According to Granrose and Portwood (1987: 699), organisational involvement in individual career planning will reduce employees' uncertainty, help them to plan, and thus yield positive outcomes for an organisation. Although providing information helps individuals make career plans, the suggested organisational outcome depends on the following three assumptions:

The individual expending the effort to become involved in his career planning will be more likely to achieve personal career aspirations in an organisation. In short, effort leads to success.

Clarification of organisational plans and individual opportunities will reduce anxiety and frustration in employees, leading to more positive attitudes

towards career progress and organisation. Summarily, certainty leads to satisfaction.

Providing career relevant information and assistance will narrow employees' career focus and bind them more closely to an organisation. Thus, knowledge of options leads to organisational commitment.

2.4.1 Career paths

According to Firkola (2004: 141), career paths form an important component of career development. Following Walker (as quoted by Firkola, 2004), career paths can be formally defined as an objective description of sequential work experiences through which employees typically move. Career paths refer to the pattern of sequences and roles an employee moves through, usually related to work experience, during his or her working life. Career paths, however, do not need to be described in writing in order to exist. Organisations need to move individuals along various career paths in order to develop diverse capacities necessary to staff various functions and a variety of jobs. Lateral paths provide exposure to many functions and activities necessary to develop individuals with broad capacities.

Firkola also mentions that there is a need again for other professionals in some special areas who do not move at all. A problem with career paths is that they imply the necessity of moving ahead or climbing career ladders. Lateral moves or staying at a given level are not viewed as attractive options. This bias toward promotion as the only meaningful career direction is clearly built into the traditional perspective of career paths (careers as advancement). Sayles and Strauss (in Firkola, 2004) state typical career paths that lead to success are not straight upward progressions, but rather more a zigzag progression.

2.5 CHAPTER SUMMARY

Career management programs may or may not generate positive outcomes for organisations and their employees. If programs raise aspirations to unrealistic levels or make employees certain that their personal career plan do not match those of their organisation, knowledge of organisational career opportunities may force them away from an organisation rather than binding them to it (Granrose & Portwood, 1987: 701). Managers need to understand how individual planning, organisational career information, and perceived matches between individuals and organisational career plans combine to shape and energize employees' career attitudes and behaviours.

Though interventions and career paths can be made, individuals may not respond positively to increased certainty if additional information leads them to discover that their career plans do not match opportunities available in their current organisation.

The chapter began by looking at career drivers that lead to individual satisfaction and involvement. The focus was detailed on the career management process, which entails career exploration, career goals development and career strategy implementation. Other factors may lead to employee dissatisfaction, which eventually result in separation from the organisation; for instance, if career plans do not match those of the organisation. The concept of employee retention within the context of an organisation will be researched in the following chapter. From an organisation perspective the most important decision people make is whether to stay in an organisation.

In the next chapter the focus will be on employee retention within organisational context. After defining specific concepts, there will be an in-depth discussion on employee retention.

CHAPTER 3

EMPLOYEE RETENTION WITHIN ORGANISATIONAL CONTEXT

3.1 INTRODUCTION

In the previous chapter, career progression was discussed within organisational context. The chapter started with some definitions of terms and concepts and a look at the career management process and its motivations. It is now clear that today's employees are not always looking for vertical progression, but are still valuable talent, as explained by Sheriff (2007). The article highlights the fact that attracting good people is a priority, but keeping them is a real challenge.

In this chapter, the focus will be mainly on why employees remain in the organisation and how these reasons link with the various theories and concepts on motivation within organisational context. This study will not focus on the 'how' of employee recruitment as it is outside the context of this research.

3.2. DEFINING THE CONCEPTS OF EMPLOYEE RETENTION

3.2.1. Employee turnover

Phillips and Connell (2003:2) define turnover as the opposite of retention, which refers to the percentage of employees leaving the organisation for whatever reason(s). Turnover rate is the rate of individuals leaving the organisation. During periods of slow growth and a weak economy, corporations commonly cut programs to maintain profitability. Training programs in particular are often targeted because employee turnover is generally higher during times of economic uncertainty. Even in the best of times, organisations must decide how much to invest in on-the-job training, balancing the benefit of increased productivity against the costs of training.

Because trained workers can migrate easily between competing firms, another firm can potentially benefit from the increased productivity of workers trained by the former employer without paying the cost OECD (Huberman et al., 1997:84).

3.2.2 Organisational attachment

Attachment refers to the emotional connection between a person and an organisation Burt (2001, 620). According to Burt, attachment increases with the extent to which an organisation is embedded in the network around a person, and embedding increases as the person has strong relations to individuals affiliated with the organisation. An organisation is relevant to a person as it is relevant to his friends, colleagues, and acquaintances. The organisation comes up in conversation. It is a component in important relationships.

Embeddedness means that members identify with parts of the organisation, and to some extent, with the tasks and activities of the organisation. Embedded ties differ from arms'-length ties in that commercial exchanges among actors are embedded in social attachments and affiliations, a process that injects into the business exchange expectations of trust and shared norms of compliance (Montgomery, 1998:84; Uzzi & Lancaster, 2004:319).

3.2.3 Organisational fit

Attempts to achieve fit with the environment can prevent or destroy internal complementarities. This destruction may be temporary or enduring, depending on whether external and internal demands are consistent. A temporary misalignment might occur; for example, when growing environmental uncertainty requires a diversity of experts and specialists (Miller, 1992:159). According to Miller, uncertainty requires decentralisation of authority down the hierarchy to relieve the managerial burden of top managers.

According to Holtom et al. (2001: 1104), fit is defined as an employee's perceived compatibility or comfort with an organisation and with his or her environment. Holtom et al and other theorists believe that an employee's personal values, career goals, and plans for the future must fit with the larger corporate culture and the demands of his immediate job (job knowledge, skills, and abilities); the better the fit, the higher the likelihood that an employee will feel professionally and personally tied to an organisation.

3.2.4 Sacrifice

Sacrifice captures the perceived cost of material or psychological benefits that may be forfeited by leaving a job. Important sacrifices incurred through leaving an organisation include opportunities for job stability and advancement (Holtom et al., 2001: 1105; Shaw et al., 1998: 511). Holtom et al further note that community sacrifices (as well as links and fit to some extent) are mostly an issue if one has to relocate. Leaving a community that is attractive and safe and in which one is liked or respected can be hard. But even then, various conveniences, like an easy commute or the ability to be home at certain times owing to flexitime may be lost by changing jobs. Off-the-job embeddedness may be more crucial when relocation is involved. In addition, if people are embedded, they may remove job alternatives that require relocation from the set of job options they consider (Holtom et al., 2001: 1106).

3.2.5 Monetary incentives

Catt and Scudamore (1997: 13) see money as being at the root of most moves to stop skilled people leaving; money in the form of:

Buy-offs – matching or improving on whatever leavers have been offered;

Selective pay increase – identifying high turnover groups and targeting them with rises. Money is the blunt instrument of retention and recruitment technology. There is no doubt that in most cases it works, but the problem for larger companies is that they are not free to engineer buy-offs or selective pay increases without:

Going to the top of the tree for approval (which takes time);

Creating anomalies and upsetting the balance of the pay structure (differentials);

With buy-offs, running the risk of encouraging others to chance their arm and put their notice in too (Catt & Scudamore, 1997: 13).

3.2.6 Organisational commitment

Olshfski and Lee (2002: 108) define organisational commitment as a four-dimensional construct. Employees can be differentially committed to their superior, to their work group, to their organisation, and to an identity as it is operationalized in a job. The more a committed a person is committed to an identity, the more important that identity is to the person, and more likely that person is to behave in a manner expected from someone in that role or position.

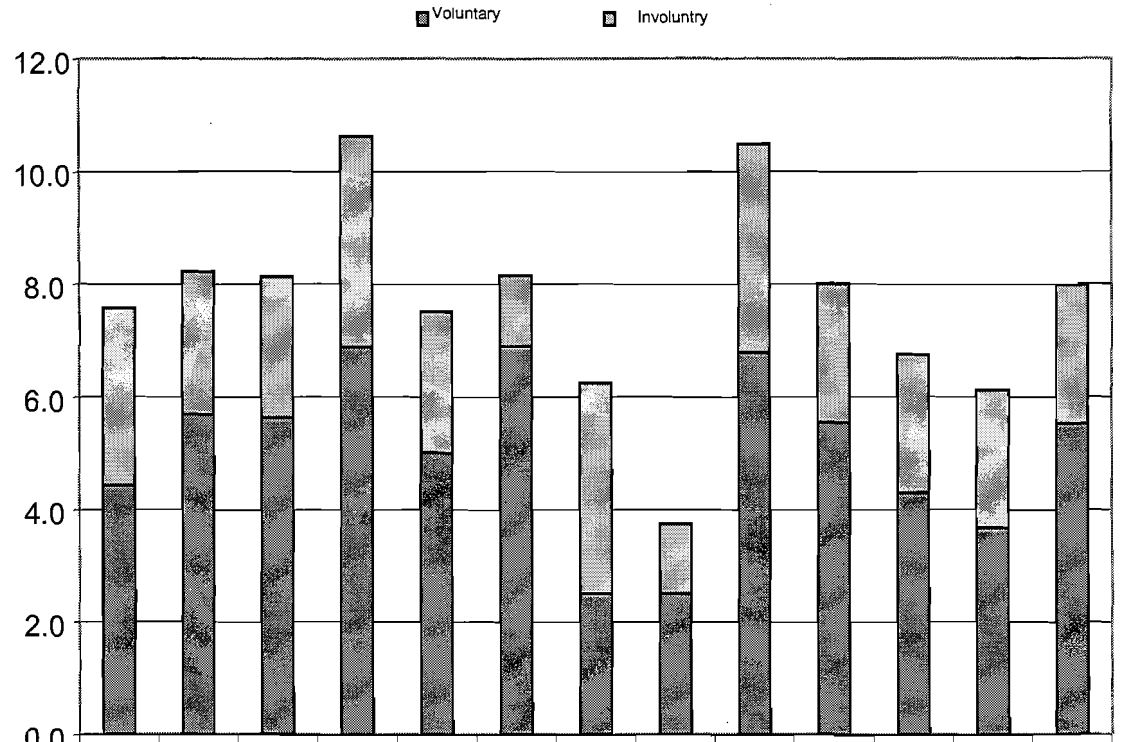
3.3 THEORIES ON EMPLOYEE RETENTION

3.3.1 Focusing on the individual

Harvard Business School Press (2005: 149) states that policies aimed at reducing employee turnover often ignore the fact that people are different. Companies raise salaries for whole categories of people without considering how many individuals stay mostly for the money. They announce costly perks such as tuition reimbursement without knowing whether employees might prefer something else. They use the same retention techniques for salespeople, say, as computer programmers – even though the two groups are likely to have different interests.

Large, across-the-board programs have an obvious logic. They fit the standard operating procedures of a bureaucracy and allow managers to avoid charges of favouritism. But with high turnover rate, the company may need a more tailored approach.

SASOL Nitro turnover: March 2007 – March 2008



	Mar	Apr	May	Jun 07	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Involunta	3.2	2.5	2.5	3.8	2.5	1.3	3.7	1.2	3.7	2.5	2.5	2.4	2.5
Voluntar	4.4	5.7	5.6	6.9	5.0	6.9	2.5	2.5	6.8	5.5	4.3	3.7	5.5

Figure 3.1 SASOL Nitro turnover: March 2007 - March 2008

Source: Internal communication

A total of 135 employees resigned from SASOL Nitro in 2007. One fifth, 20%, of these employees attributed their resignations to remuneration and benefits, while 32% attributed their resignation to career scope. In 2006, 15% out of 238 mentioned career scope as a reason for their separations. Other reasons that were given were better prospects, relocations, and termination of contracts. Higher salaries was also mentioned, but on few occasions. From the above figure, it is evident that high voluntary turnover rates occurred in June, August and November 2007. There was a decline in December to February, and then in March 2008 another turnover rate increase was experienced.

3.3.2 Hire for retention

The author of the Harvard Business School Press, as mentioned above, states that retention always begins with recruitment, and one key is to avoid bringing in employees who are guaranteed to be unhappy. Another key to hiring for retention is by giving people a thorough and accurate description wart-and-all-of the company and the job they are applying for. The temptation, given the tight labour market and the war for the most talented people, is to soft-pedal the less appealing elements.

3.3.3 Single out people for special programs

The Press continue to say organisations profess to be nervous about offering special opportunities to individuals, but of course they do it all the time. Some people are fast-tracked while others languish. Some are promoted or given a raise, others aren't. From a retention perspective, the trick is to cast a wide net – and to create tailored opportunities for individuals at all levels *for those the company wants to keep*.

3.4 INCENTIVE SCHEMES AS A METHOD OF RETENTION

The Oxford English Dictionary defines the word 'incentive' as a 'motive or incitement to action'. According to Smit and De J Cronjé (2002: 321), virtually all theories of motivation accept that money influences employees' performance to a certain extent. The Harvard Business School Press (2005: 173) stresses the fact that no-one can honestly say that financial incentives don't matter in their professional lives. After all, people have mortgages, college tuition, and other expenses to manage. But money alone isn't enough to motivate people to excel on the job. In fact, the most effective incentive system blends monetary with nonmonetary forms of reward – and often it's the nonmonetary types that prove the most motivating. How to choose the right mix of rewards? Understand what employees most value: praise, the authority to do their work and make decisions, and support from their managers when they've made a mistake.

3.4.1 Financial options (employee share schemes)

According to Brigham and Ehrhardt (2005: 284), Microsoft has granted more than 800 million options to its employees; or about 16 000 options per person. Other companies include Bank of America, Citigroup, IBM, JP Morgan Chase, and Ford that have granted more than 100 million options to their employees. Companies like SASOL have follow-through using share schemes to retain its employees.

In the long term, financial options might not be a good option. What will happen to employees' motivation during the market downturns? If an individual is dissatisfied with the payment or dividends received, the result may be poorer performance. The dissatisfaction and need for higher returns might motivate him to invest his vested options elsewhere, giving him room also to look for another job with higher pay.

3.4.2 Higher pay strategy

Rousseau and Schalk (2000: 220) say that in an economy of chronic labour shortages, organisations compete for limited human resources. To outbid competitors, organisations often entice workers to leave their present jobs with better pay packages, causing wages to spiral upwards.

According to Maslow's theory, lower-order needs can be satisfied by money. But Herzberg notes in his famous 1968 Harvard Business Review article, "One More Time: How do you motivate employees?" Money, perks, workplace conditions, and company policy and administration are all "hygiene factors" – extrinsic to the job itself. They aren't enough to generate employee commitment. For sustained performance improvement, Herzberg argues, only intrinsic motivators such as job enrichment, which responds to employees' abiding need for growth and achievement by making their work more challenging and interesting, will do the trick.

3.4.3 Pay-for-performance schemes

A shift away from basing employee evaluation and rewards on criteria related to seniority and skill development has resulted in an increased emphasis on employee contributions to the organisation through such practices as performance-based evaluation and management by objective (Rousseau & Schalk, 2000: 146). The change is most visible in the compensation arrangements of middle and senior managers, although a number of firms have introduced similar measures for a range of non-managerial workers.

3.5. CHAPTER SUMMARY

It is conceived that job embeddedness is a key-mediating construct between specific on-the-job and off-the-job factors and employee retention. It represents a focus on the accumulated, generally non-affective, reasons why employees would not leave a job, which comprise a sort of stuckness, inertia, or bias toward the status quo. Each of the three dimensions – fit, links, and sacrifice has an organisational and community component. Though both organisation and community are abstractions that are socially constructed, they capture domains in which people can be embedded (Holtom et al., 2001: 1108).

The following chapter is dedicated to explaining the method that will be used to collect data, process and analyse it. Chapter two and chapter three discussed career progression as an advancement in an individual's career and the reasons that leads to employees remaining in the employment of an organisation or choosing to leave the organisation. Personal ties with the environment and the community seem to play an important role in the behavioural decision one has to make whether to stay or leave the present employment.

CHAPTER 4

EMPIRICAL RESEARCH

4.1 INTRODUCTION

In the previous two chapters a literature study was undertaken with regard to the definitions and conceptualisation of career progression and employee retention within an organisational context. For the purpose of this study, career progression will be simply seen as vertical advancement in an individual's work life. In chapter one, retention was defined as the percentage of employees remaining in the organisation. Employee retention in this study will thus be seen as those activities that an employer does to encourage qualified and productive employees to continue working for the organisation.

In this chapter the primary and secondary objectives of this study will be reviewed. The research design will be explained in detail by discussing the techniques that were used. The strength and weaknesses of the techniques will be briefly looked at as they apply to the research problem. The methodology section will explain how the standard research design will be adapted and applied. The limitations of this study established and the ethical procedures will be clarified.

4.2 RESEARCH OBJECTIVES

4.2.1 Primary objective

The primary objective of this study is to evaluate the impact of career progression on employee retention in a relative flat organisational structure. To achieve this, the following factors will be considered in the next chapter:

- Determine the existence of career progression within SASOL Nitro;

- Determine the current degree of job satisfaction and organisational commitment experienced by SASOL Nitro employees using data analysis of the survey;
- Determine the level of support from supervisors towards individual career development and progression;
- Determine knowledge of career planning within SASOL Nitro (including job choice, organisational choice, and career "self-development");
- Determine why long-service employees managed to stay with SASOL Nitro for so many years (embeddedness);
- Determine what role financial incentives plays on retention of employees;
- Determine individual perceptions with regard to feedback of the organisational evaluation system;
- Determine career progression outcomes (such as promotion rate and salary growth); and
- Determine the knowledge and skills outcome of participants (i.e., administrative, technical and/ or business).

4.2.2 Secondary objectives

Career progression and employee retention were discussed in detail in chapter two and three from different literature studies. Factors that influence career progression and employee retention were also discussed.

In chapter five, it will be determined whether correlation exists between factors that influence career progression and those that influence employee retention by use of research techniques.

4.3 RESEARCH DESIGN

4.3.1 Data collection

Data from the Human Resource Department was collected regarding employee separations for the past five years.

Data from present employees were collected in the form of survey questionnaires to examine alignment with the reasons given by the previous employees during their separations.

Data collected by use of survey questionnaire were edited and analysed by the Statistics Department consultants of the North-West University, Potchefstroom campus.

4.3.2 Study population

The study population was compiled from SASOL Nitro, Sasolburg. The business unit is made up of three production Plants: Ammonia Plant and Prillan Plant located in SASOL One-Site, and Natric Acid Plant located in Bunsen Street in Sasolburg, ± 7 kilometres from SASOL One-Site. The business unit is made up of four departments: finance, engineering, projects, production and procurement.

Employee tenure within the business unit ranges from newly employed to over 35 years. Qualifications range from standard eight to masters degree. The employee age ranges from 20 to 65 years of age. Job levels range from level 12 to level 3. Level 3 is the business unit operations manager. The questionnaire was completed and returned by 72 employees, 10 females and 62 males in different organisational levels.

4.3.3 Survey questionnaire

A survey questionnaire was developed to evaluate individuals' career progression and satisfaction, and access individual perception of employee retention within SASOL Nitro. The following variables were used in the questionnaire:

- Individual perception to job retention
- Organisational fit
- Career opportunities
- Job satisfaction
- Turnover intent

- Embeddedness
- Employer's role to retain employees

4.4. METHOD OF RESEARCH USED

4.4.1 Research procedure

On 13th February approval to continue with the topic within SASOL Nitro was requested and granted by the Human Resource Manager, Mr. I.K Matsheka and the General Manager: Operations, Mr. Robert Wiggett. In July 2008, approval to distribute survey questionnaires was also requested and granted by the Business Unit Manager: Operations, Mr. Petrus Hanekom. Some 120 copies of the survey questionnaires were distributed and 72 unspoiled and workable copies were returned for further analysis.

4.4.2 Pilot testing of the questionnaire

The survey questionnaires were given to five managers to identify any problems they might have with completing the questionnaire.

The Business Unit Manager was also given a copy to check any problems that might expose the company to other business risks before his approval to continue with the survey distribution.

Twelve employees in the researcher's department were the first team of employees to complete the survey after approval by the Business Unit Manager, before distribution to the rest of the group.

4.4.3 Research hypothesis

Based on the problem statement and the research objectives, the following null hypotheses were formulated:

Ho_1 There is no significant difference between organisation level (Management, Administrative, Engineers and Technicians, operators, and others) with regard to degree of individual perception to job retention, organisational fit, career opportunities, job satisfaction, turnover intent, and embeddedness.

Ho_2 There is no significant difference between different age groups in terms of the degree of individual perception to job retention, organisational fit, career opportunities, job satisfaction, turnover intent, and embeddedness.

Ho_3 There is no significant difference between employee gender in terms of the degree of individual perception to job retention, organisational fit, career opportunities, job satisfaction, turnover intent, and embeddedness.

Ho_4 There is no significant difference between level of education in terms of the degree of individual perception to job retention, organisational fit, career opportunities, job satisfaction, turnover intent, and embeddedness.

Ho_5 There is no significant difference between job levels in terms of the degree of individual perception to job retention, organisational fit, career opportunities, job satisfaction, turnover intent, and embeddedness.

Ho_6 There is no significant difference between employees' years of service (tenure) in terms of the degree of individual perception to job retention, organisational fit, career opportunities, job satisfaction, turnover intent, and embeddedness.

Ho_7 There is no correlation between individual perception to job retention, organisational fit, career opportunities, job satisfaction, turnover intent, and embeddedness.

4.4.4 Research measuring instrument

The battery consisted of six questionnaires: Individual perception to job retention, organisational fit, career opportunities, job satisfaction, turnover intent, employer's role to retain employees, and embeddedness. The employer's role to retain employees was measured by employees' perception of how they answered questions like: I am informed of study aid that SASOL

provides for further studies, and I want to do external courses for my personal development, but there is no support from SASOL Nitro.

All questions were measured using a five-point Likert scale. A target concept was chosen, and a pool of questions was generated. The questions were administered to a sample of employees who indicated for each question whether they "strongly agree", "agree", "are undecided/don't know", "disagree", or "strongly disagree" (Domino & Domino, 2006: 131).

4.5. DATA ANALYSIS

4.5.1 Descriptive statistics

- Statistical analysis was computed with the assistance of the Statistics Consultation Service, North-West University, Potchefstroom, using the SPSS computer program (SPSS Software, 2008).
- The SPSS package is recommended as it has its origin in the social sciences. The package has "the most comprehensive and widely used scientific and survey research product line available" according to the website www.spss.com. The package is able to collect and analyse critical and complex clinical data.
- General descriptive statistics analysis was computed to identify frequencies, the valid percentages and the standard deviations (minimum scores, maximum scores and averages). This was done in order to evaluate the accuracy of the data.
- Descriptive statistics of the variables were also computed to determine arithmetic means, standard deviations, and significance levels of different variables.

4.5.2 Frequency distribution

When there are a large number of observations in a data set, it is not easy to present, analyse, and interpret the findings using an ordered array. For large data sets, summary tables created by arranging the data into class groupings (or categories) provide a more effective presentation. This arrangement of data in tabular form is called a frequency distribution (Levine et al., 2005: 55).

4.5.2.1 Frequency tables for biographical data

Table 4.1 Ages

Age					
Age groups		Frequency	Percent	Valid percent	Cumulative percent
Valid	20 - 35	28	38.9	38.9	38.9
	36 - 45	26	36.1	36.1	75.0
	46 - 55	14	19.4	19.4	94.4
	56 - 65	3	4.2	4.2	98.6
	66 and above	1	1.4	1.4	100.0
	Total	72	100.0	100.0	

Employee ages were grouped in five group ranges. The first group ranges from 20 to 35 years of age, making up 40 percent of the sample survey (N =72). The second group ranges from 36 to 45, the group account for 36 percent of the total sample. The third group ranges between 46 and 55, which account for 19 percent of the sample. The fourth group ranges from 56 to 65, and make up 4 percent of the total sample. The fifth group ranges from 65 and older employees making up 1 percent of the total sample.

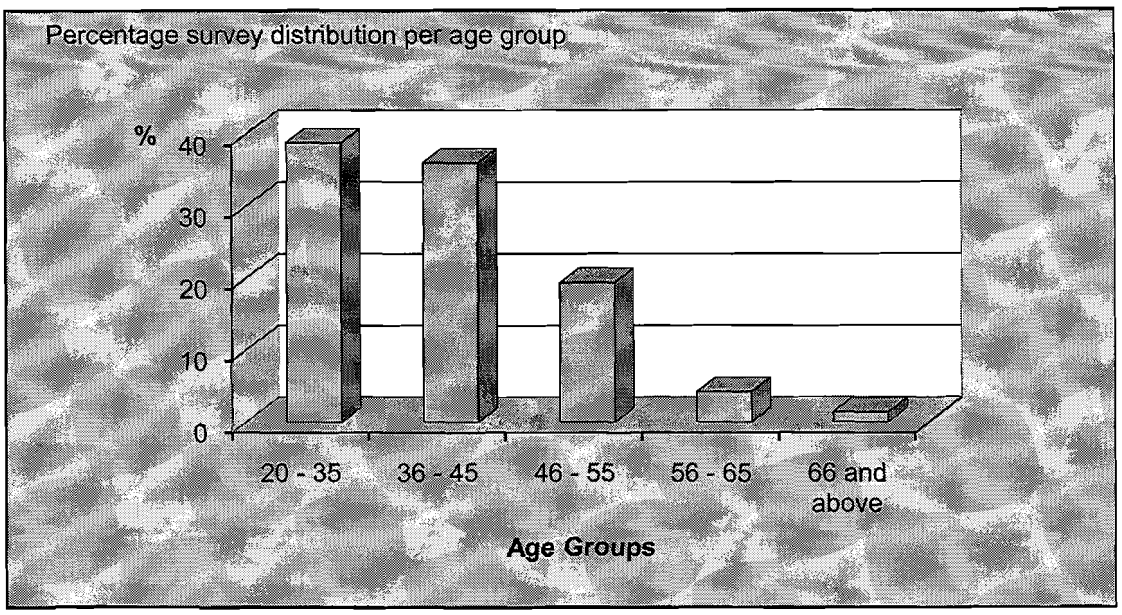


Figure 4.1 Percentage survey distribution per age group

Table 4.2 Gender

Gender					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Males	62	86.1	86.1	86.1
	Females	10	13.9	13.9	100.0
	Total	72	100.0	100.0	

As much as 86 percent males and 14 percent females completed the survey. Males form the majority group in the SASOL Nitro business; this is due to the fact that most of the tasks are operations and maintenance in nature. According to ILO (2007), more women than ever before are unemployed (81.8 million in 2006), stuck in low productivity jobs in agriculture and services, or receiving less money for doing the same jobs as men. In addition, the ILO also said the share of working-age women who work or are seeking work had actually stopped growing or declined in some regions, partially due to more young women in education rather than work. "Despite some progress, far too many women are still stuck in the lowest paying jobs, often in the informal

economy with insufficient legal protection, little or no social protection, and a high degree of insecurity", said ILO Director-General Juan Somavia.

Table 4.3 Level of education

Education					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Some high school or less	14	19.4	20.0	20.0
	Completed high school	31	43.1	44.3	64.3
	Diploma	16	22.2	22.9	87.1
	Degree	4	5.6	5.7	92.9
	Other	5	6.9	7.1	100.0
	Total	70	97.2	100.0	
Missing	System	2	2.8		
Total		72	100.0		

Table 4.3 shows that two of the employees were not willing to specify their level of education (classified as missing on the program) even though there was an option to select 'other'. A mere 7 percent of "other" represent employees with artisanship with "N3 and above or S" qualifications; this option was not specified in the survey data sheet. The highest population with further studies qualification carry a diploma of a kind; this is 22 percent of the population. A total of 43 percent completed high school, 19 percent have some high school education or less, and 7 percent mentioned having completed a degree in a trade of some kind.

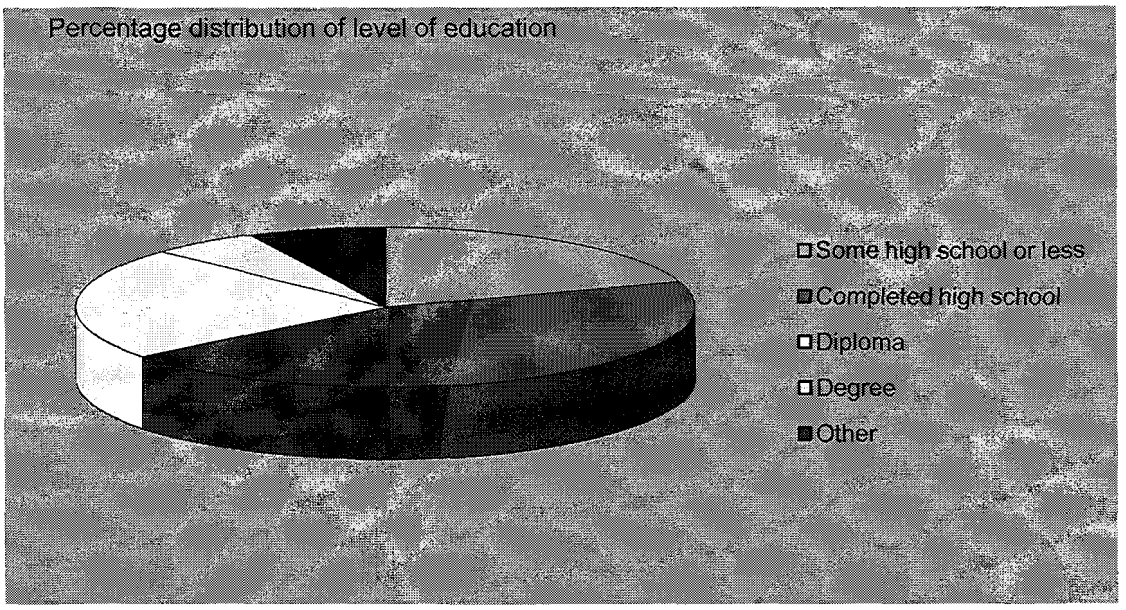


Figure 4.2 Percentage distribution of employees per level of education

Table 4.4 Marital status

Marital status					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Single	17	23.6	23.6	23.6
	Married	50	69.4	69.4	93.1
	Divorced	4	5.6	5.6	98.6
	Widowed	1	1.4	1.4	100.0
	Total	72	100.0	100.0	

Table 4.4 shows that 69 percent of the population is made up of married individuals, while 24 percent are still single in the age range between 20 and 35 years. Only 6 percent represent divorced employees and 1 percent is widowed.

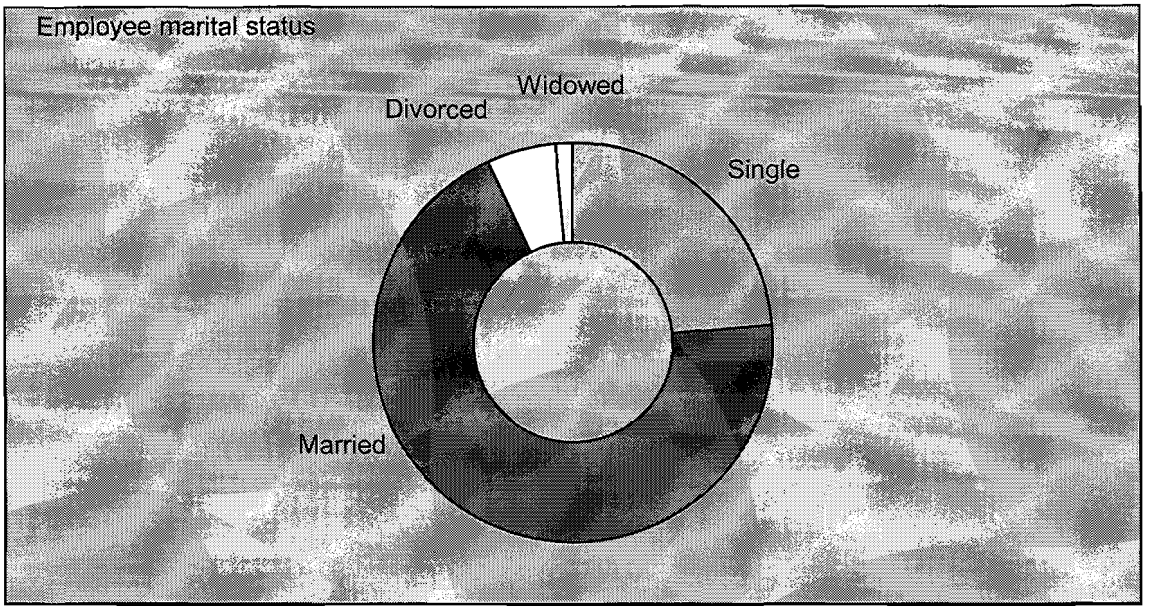


Figure 4.3 Employee marital status

Figure 4.3 shows that the majority of employees in the organisation are married: this is 50 of the employees out of 72 of those who responded to the survey. Of these, 17 employees are single, while four are divorced and one is widowed.

Table 4.5 Employment service within SASOL Nitro

Years of service					
Years		Frequency	Percent	Valid percent	Cumulative percent
Valid	Zero - 5	22	30.6	30.6	30.6
	6 - 10	17	23.6	23.6	54.2
	11 - 20	24	33.3	33.3	87.5
	21 - 30	6	8.3	8.3	95.8
	31 - 40	3	4.2	4.2	100.0
	Total	72	100.0	100.0	

SASOL Nitro is a mature company with 33 percent of the sample population having 11 to 20 years of service within the company and 12 percent have 21 to 40 years employment service. Altogether, 24 percent have worked for SASOL Nitro almost 10 years, while 31 percent are new or have 5 years service with the company, as shown in Table 4.5. Most of the older employees were from the decommissioned and demolished SMX.

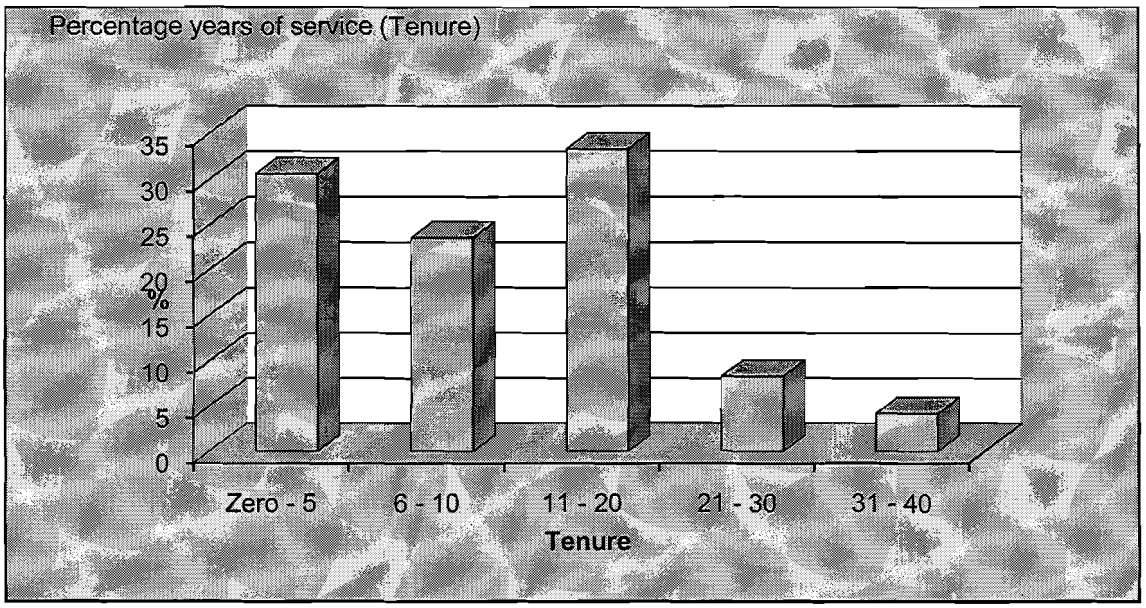


Figure 4.4 Percentage years of service

Table 4.6 Employee job level

Job level					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Level 8	31	43.1	43.1	43.1
	Level 7	8	11.1	11.1	54.2
	Level 6	2	2.8	2.8	56.9
	Level 6C	3	4.2	4.2	61.1
	Level 5B	4	5.6	5.6	66.7
	Level 5A	3	4.2	4.2	70.8
	Other	21	29.2	29.2	100.0
	Total	72	100.0	100.0	

Table 4.6 shows 29 percent of the population specified their job level as 'other'; this represents level 9's and other employees who mentioned not knowing their job level. The majority of the employees who took the survey are found in level 8, representing 43 percent of the total survey. Level 6 is made up of 7 percent. Level 5 is represented by 9.8 percent of the total population.

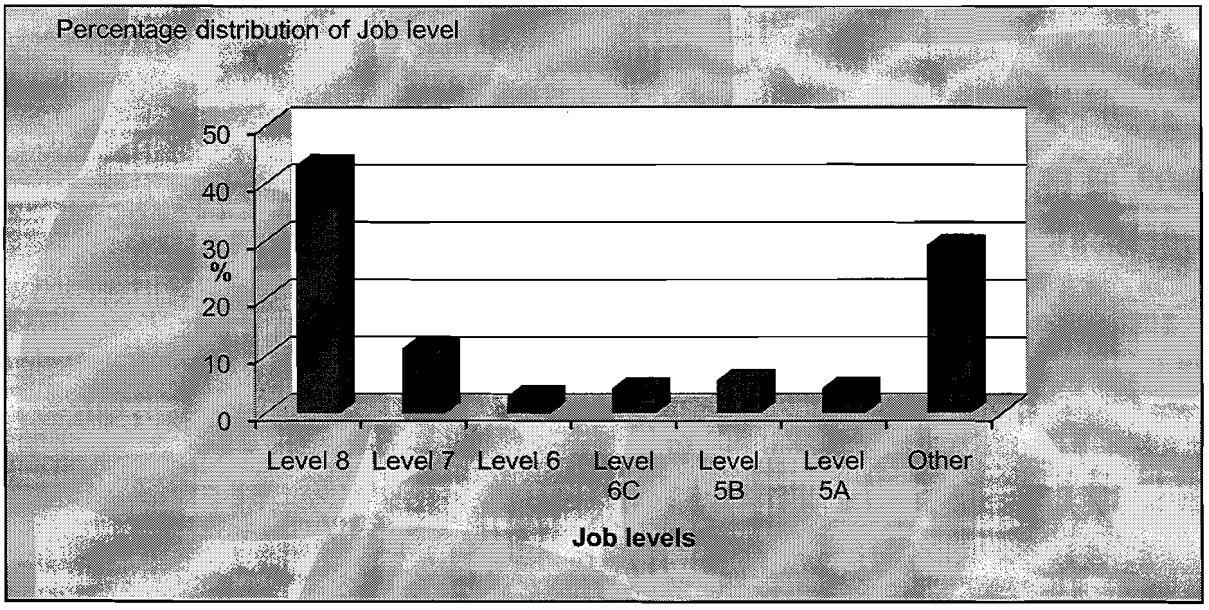


Figure 4.5 Percentage distribution of job level

Table 4.7 Organisational levels

Organisational level					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Administration	5	6.9	6.9	6.9
	Technician	5	6.9	6.9	13.9
	Engineer	1	1.4	1.4	15.3
	Manager	5	6.9	6.9	22.2
	Section manager	3	4.2	4.2	26.4
	Operator	29	40.3	40.3	66.7
	Other	24	33.3	33.3	100.0
	Total	72	100.0	100.0	

Table 4.7 shows that 33 percent chose option 'other', meaning their organisational level was not indicated in the survey. The group consists of maintenance, artisans, senior artisans, specialist artisans, buyers, and safety personnel. Operators who make up 40.3 percent of the total population carry the highest percentage, followed by 'other' with 33 percent.

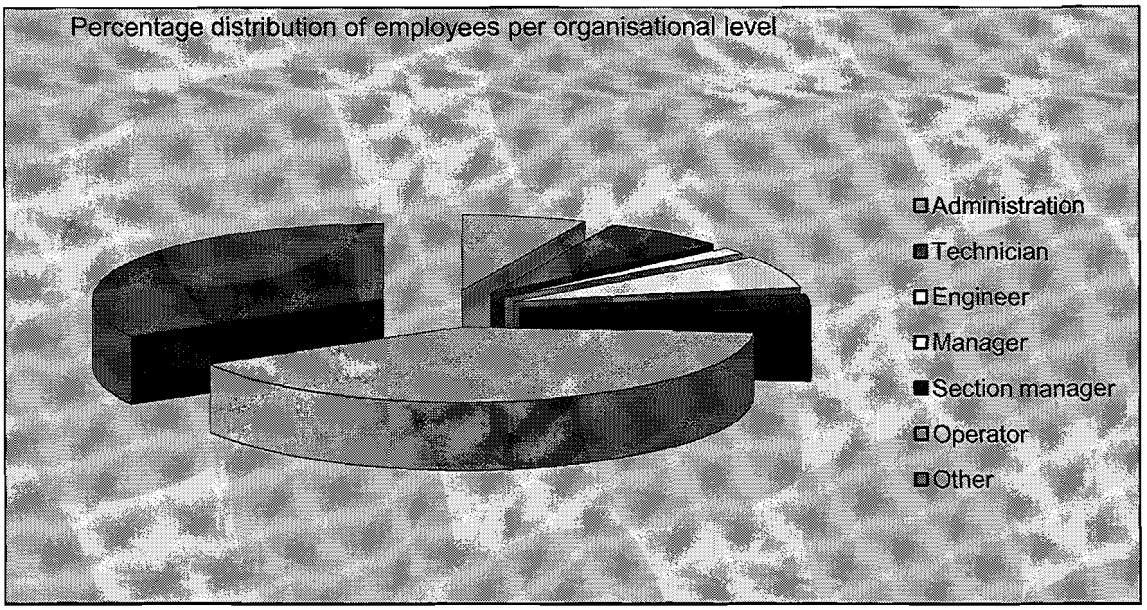


Figure 4.6 Percentage distribution of employee per organisational level

4.5.2 Frequency tables for the survey variables

4.5.2.1 Employee perception to job retention

Eight statements were made to address individual perception to job retention by measuring the level of agreement to the statement using a 5-Likert scale.

Table 4.8 Employee's understanding of his career development

My career development plan is clear and I understand what to do to attain my goals					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly disagree	6	8.3	8.3	8.3
	Disagree	11	15.3	15.3	23.6
	Don't know	18	25.0	25.0	48.6
	Agree	30	41.7	41.7	90.3
	Strongly Agree	7	9.7	9.7	100.0
	Total	72	100.0	100.0	

Table 4.8 shows that 6 respondents strongly disagree with the statement: My career development plan is clear and I understand what to do to attain my goals. 11 employees just disagree with the statement, while 18 employees don't know if their career development plans exist. It might well be difficult for these employees to set up any career goals. A total of 30 employees agree that their career plans are clear and they understand what to do to attain their goals, while 7 respondents strongly agree to the fact that their career development plans are clear and they fully understand what to do to attain their goals.

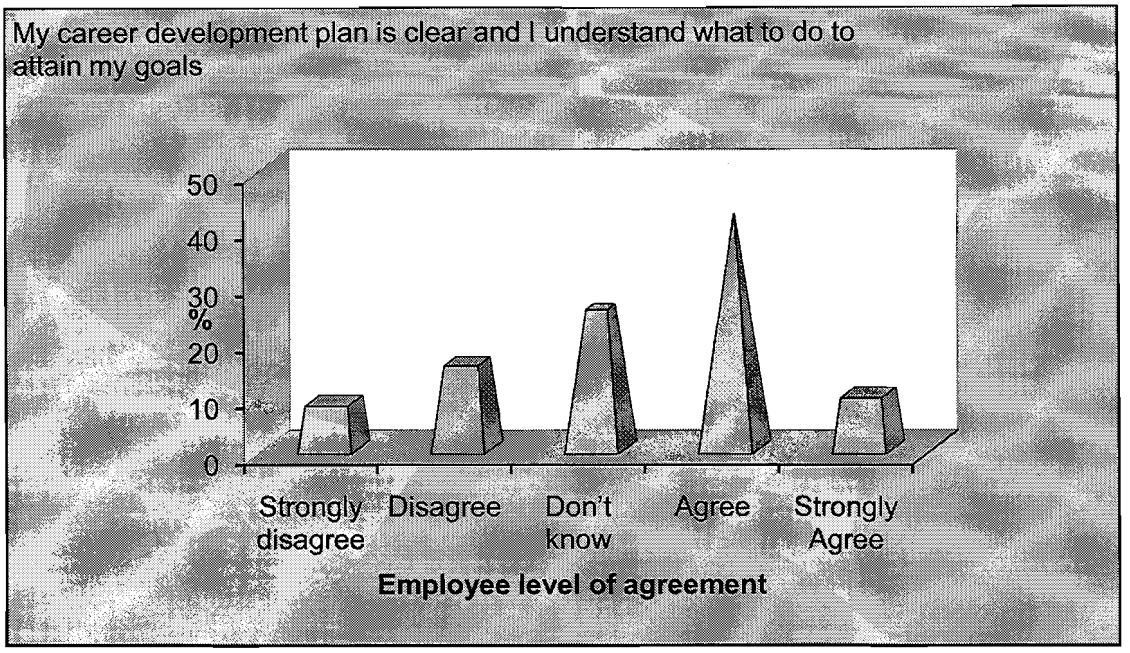


Figure 4.7 My career development plan is clear and I understand what to do to attain my goals

Table 4.9 Employee's skill regarding his job and career

I know what is expected of me in my job and that assists me with my career development					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly disagree	2	2.8	2.8	2.8
	Disagree	8	11.1	11.1	13.9
	Don't know	7	9.7	9.7	23.6
	Agree	46	63.9	63.9	87.5
	Strongly Agree	9	12.5	12.5	100.0
	Total	72	100.0	100.0	

Table 4.9 shows that 2 employees strongly disagree to the statement: I know what is expected of me in my job and that assists me with my career development, while 8 employees strongly disagree with the statement. 7

employees don't know if they know what is expected of them in their jobs. It might be difficult for these employees to create development plans. Altogether, 46 employees agree to the statement, while 9 employees strongly agree to the statement.

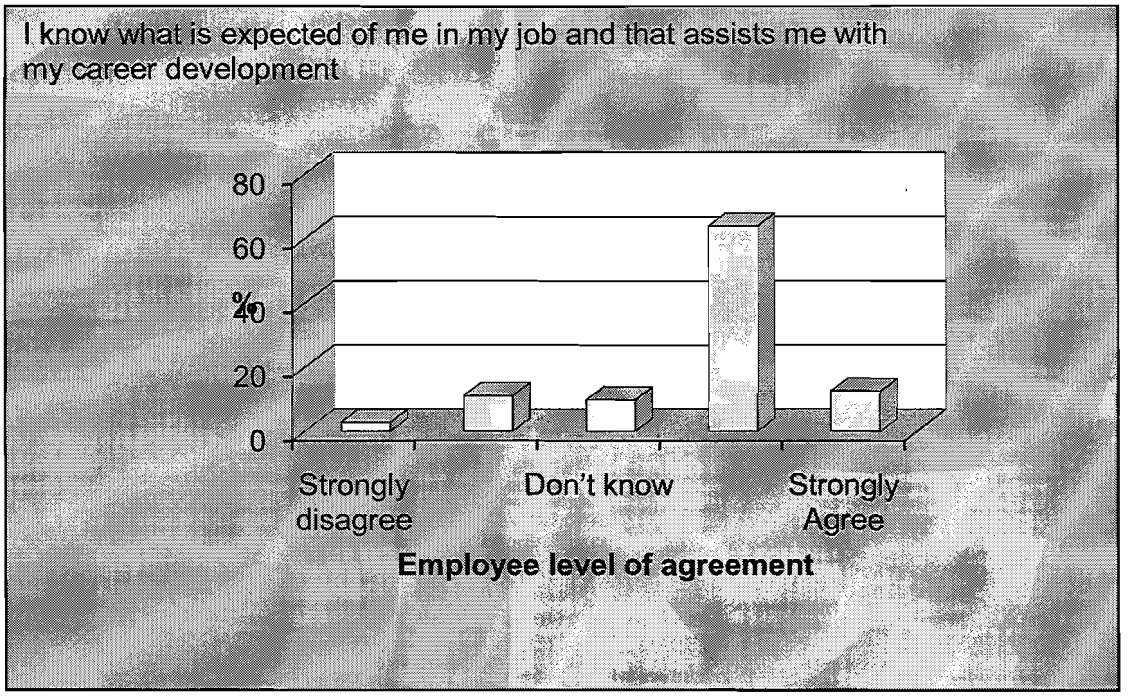


Figure 4.8 I know what is expected of me in my job and that assists me with my career development

Figure 4.8 shows that most of the employees agree that they know what is expected of them in their job and that assist them with their career development. This is 64 percent of the sample respondents. 12.5 percent strongly agree that knowing what is expected of them in their job assist them with their career development. A total of 13.9 percent disagree with the statement.

Table 4.10 Employee being knowledgeable about the job

I know the job that I'm doing very well					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Disagree	1	1.4	1.4	1.4
	Don't know	2	2.8	2.8	4.2
	Agree	40	55.6	55.6	59.7
	Strongly Agree	29	40.3	40.3	100.0
	Total	72	100.0	100.0	

Over 96 percent of employees noted that they know the job that they are doing very well. Only 4 percent don't know the job that they are doing very well. This is a small number of employees who can be trained to address this gap.

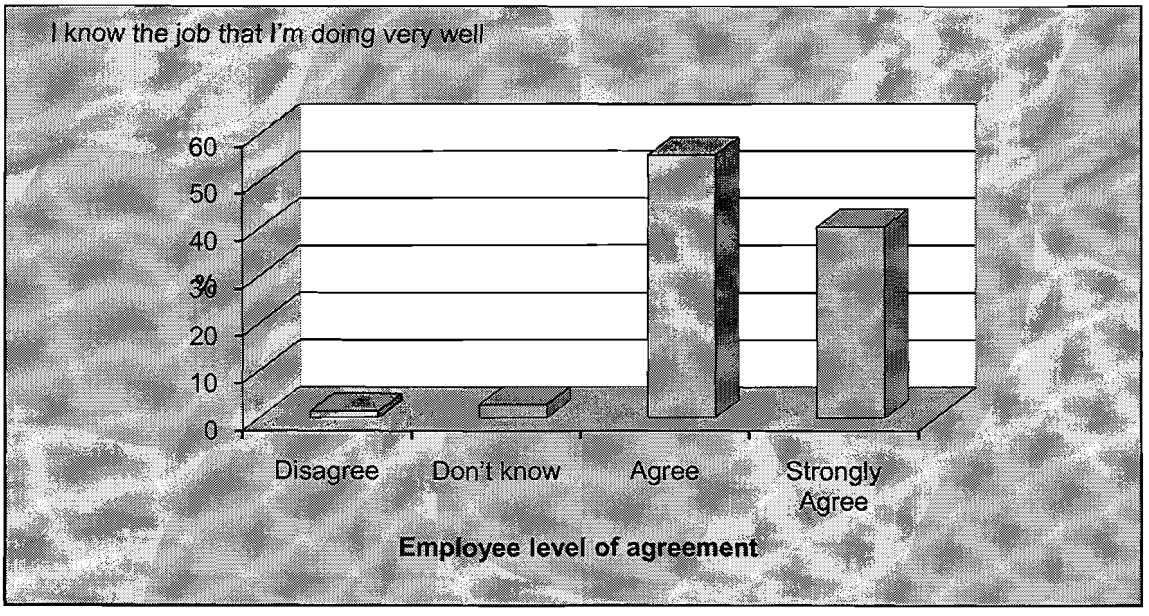


Figure 4.9 I know the job that I'm doing very well

Figure 4.9 shows that about 56 percent of the employees agree that they know their jobs very well, while almost 40 percent strongly agree knowing the job that they are doing very well. A mere 1.4 percent of the respondents disagree with the statement, while about 3 percent do not know what they are doing in their jobs.

Table 4.11 Employee's involvement in his performance evaluation

I understand how I am evaluated					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly disagree	5	6.9	6.9	6.9
	Disagree	13	18.1	18.1	25.0
	Don't know	21	29.2	29.2	54.2
	Agree	28	38.9	38.9	93.1
	Strongly Agree	5	6.9	6.9	100.0
	Total	72	100.0	100.0	

Table 4.11 shows that 28 employees agree to understanding how they are evaluated, while 5 employees strongly agree to understanding how they are evaluated. Some 21 employees don't know how they are evaluated. A total of 18 employees disagree to the statement: I understand how I am evaluated.

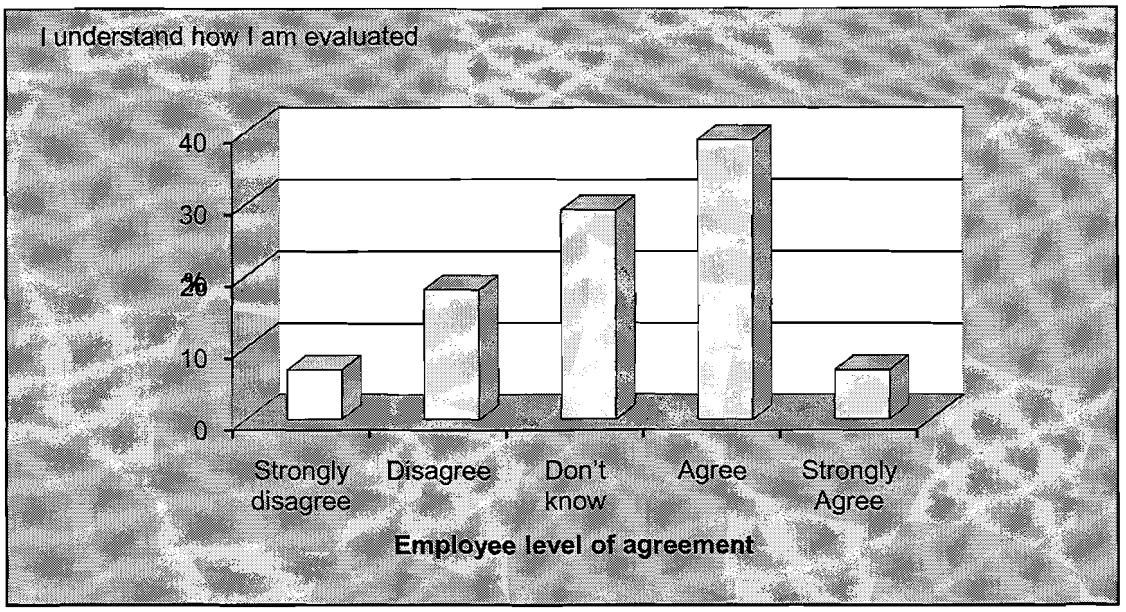


Figure 4.11 I understand how I am evaluated

Table 4.12 Employee's interaction regarding his performance ratings

The supervisor and I agree on rating criteria					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly disagree	8	11.1	11.1	11.1
	Disagree	17	23.6	23.6	34.7
	Don't know	19	26.4	26.4	61.1
	Agree	23	31.9	31.9	93.1
	Strongly Agree	5	6.9	6.9	100.0
	Total	72	100.0	100.0	

In Table 4.12, 26 percent of the employees noted not knowing about their agreement with supervisors with regard to performance criteria ratings. This is due to the fact that only employees in level 3 to 7 have performance contracts with the employer and a few level 8 employees. Other employees in level 8 to

12 have a bargaining agreement, which is negotiated through the employer and the union bargaining committees.

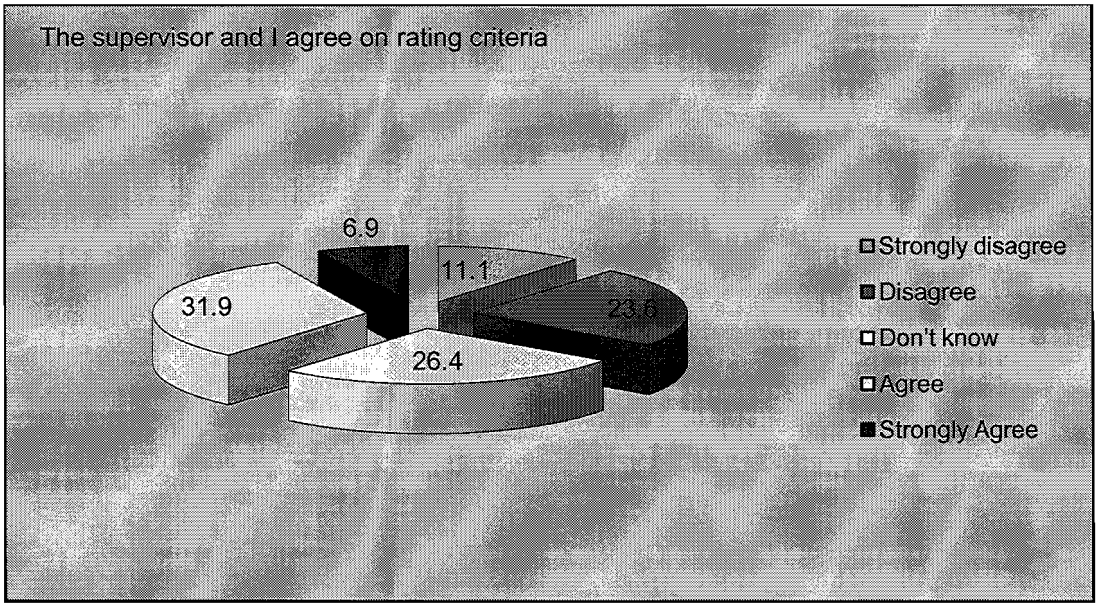


Figure 4.12 The supervisor and I agree on performance rating criteria

Figure 4.12 shows that 32 percent of respondents agree that the supervisor and them agree on performance rating criteria, while 7 percent strongly agree. A total of 11 percent strongly disagree, while 24 percent just disagree that the supervisor and them agree on performance rating criteria. More than 26 percent, as pointed out above, do not understand what performance-rating criteria are.

Table 4.13 Employee's perception of company's evaluations and standards

SASOL Nitro's performance evaluation standards are challenging and difficult to achieve					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly disagree	4	5.6	5.6	5.6
	Disagree	15	20.8	20.8	26.4
	Don't know	36	50.0	50.0	76.4
	Agree	15	20.8	20.8	97.2
	Strongly Agree	2	2.8	2.8	100.0
	Total	72	100.0	100.0	

Table 4.13 highlights the same pattern noted above. About 36 employees don't know if the performance evaluation standards are challenging and difficult to achieve. Some 15 employees disagree, while 4 employees strongly disagree. There are also 15 employees who agree that SASOL Nitro's performance evaluation standards are challenging and difficult to achieve.

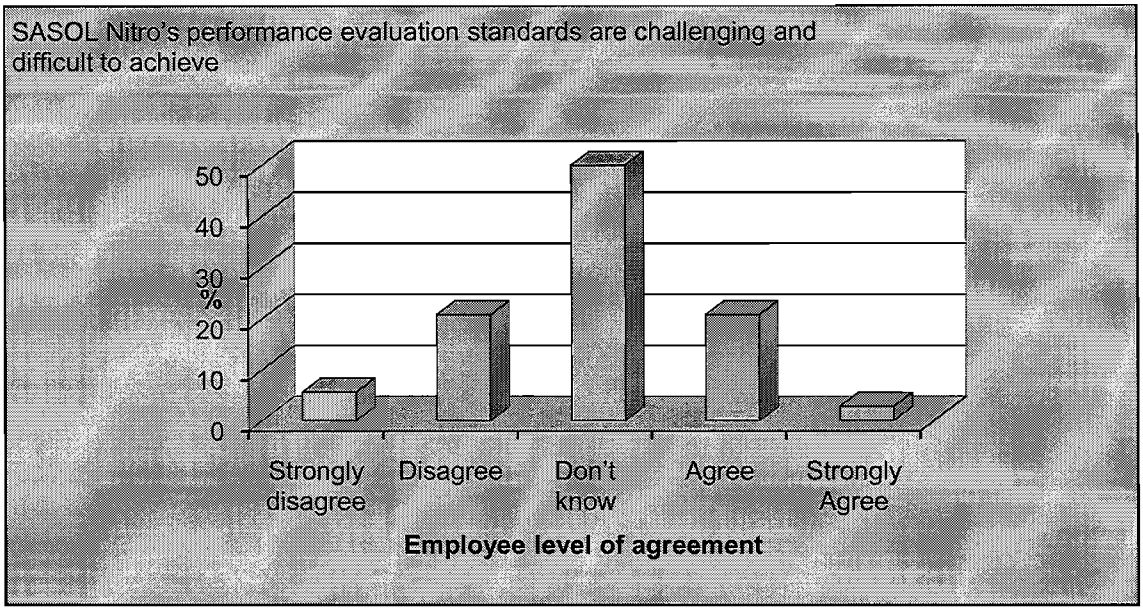


Figure 4.13 SASOL Nitro's performance evaluation standards are challenging and difficult to achieve

Figure 4.13 shows that there is an even distribution of respondents. Half, 50 percent, in the middle do not know if the Nitro standards are challenging and difficult to achieve. Some 21 percent on the left and on the right disagree and also agree that SASOL Nitro's performance evaluation standards are challenging and difficult to achieve.

Table 4.14 Perception regarding SASOL Nitro's evaluation system

My performance evaluation system with SASOL Nitro is fair					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly disagree	6	8.3	8.3	8.3
	Disagree	18	25.0	25.0	33.3
	Don't know	32	44.4	44.4	77.8
	Agree	13	18.1	18.1	95.8
	Strongly Agree	3	4.2	4.2	100.0
	Total	72	100.0	100.0	

Table 4.14 indicates that employees were posed with a statement that: my performance evaluation system with SASOL Nitro is fair. A total of 32 employees don't know, and 18 disagree, while 6 strongly disagree.

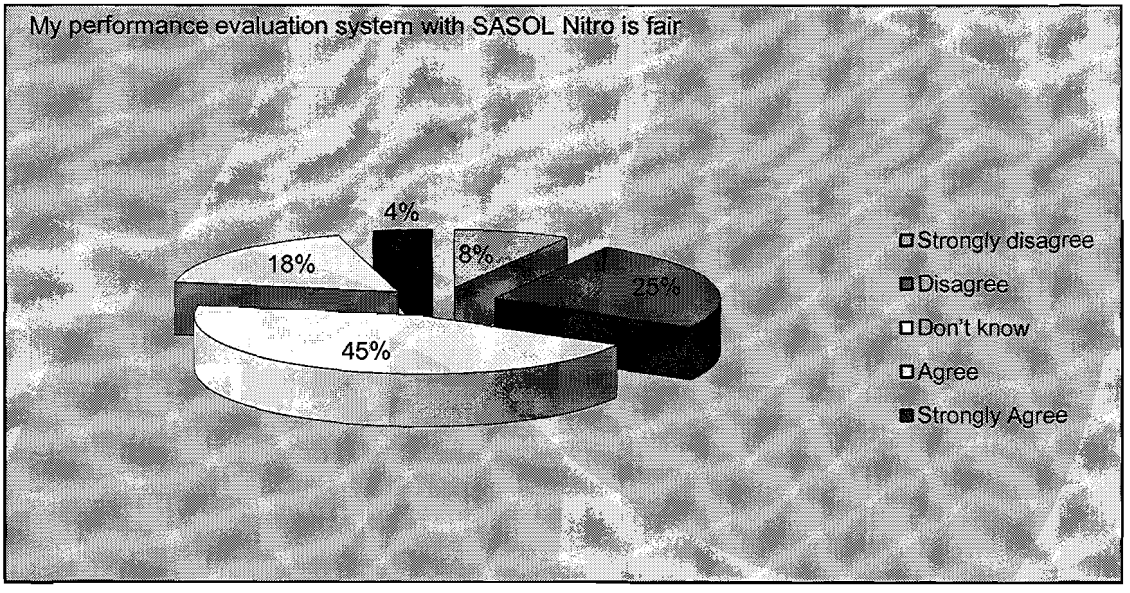


Figure 4.14 My performance evaluation system with SASOL Nitro is fair

Figure 4.14 shows that 45 percent do not know whether their performance evaluation system with SASOL Nitro is fair. Altogether, 18 percent agree that the system is fair, while 4 percent strongly agree.

Table 4.15 Evaluation of employee's job performance

My job performance is carefully evaluated					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly disagree	6	8.3	8.3	8.3
	Disagree	20	27.8	27.8	36.1
	Don't know	21	29.2	29.2	65.3
	Agree	24	33.3	33.3	98.6
	Strongly Agree	1	1.4	1.4	100.0
	Total	72	100.0	100.0	

Table 4.15 states: My job performance is carefully evaluated. A total of 6 employees strongly disagree, 20 employees disagree, while 21 of the employees do not know whether their job performance is carefully evaluated.

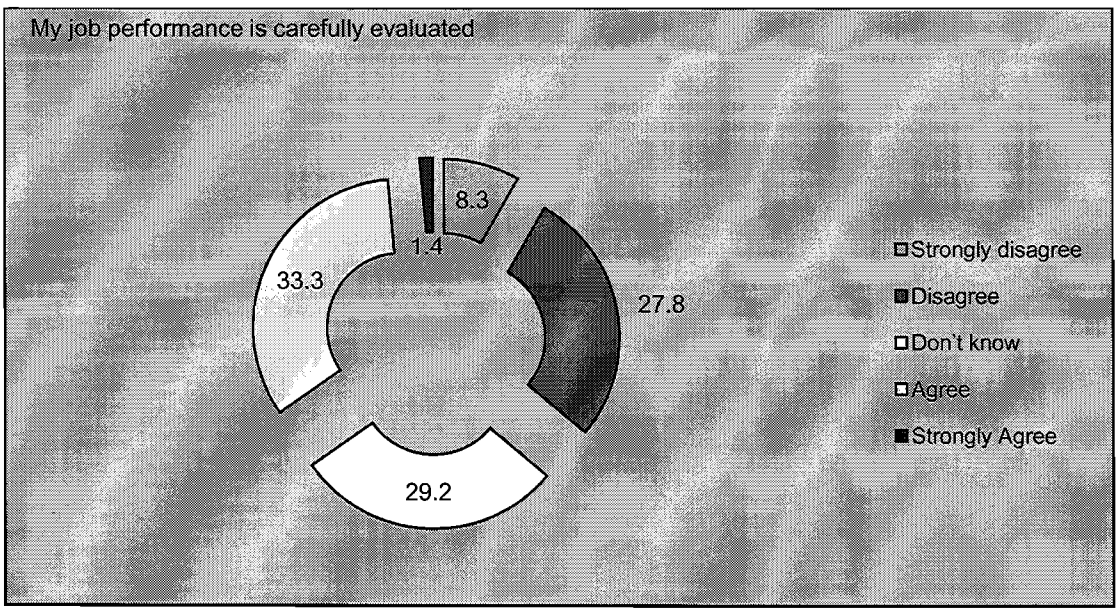


Figure 4.15 My job performance is carefully evaluated

A total of 33 percent of the employees agree that their job performance is carefully evaluated, while 1.4 percent strongly agree, as denoted in figure 4.15.

Table 4.16 Satisfaction/dissatisfaction of SASOL Nitro's performance evaluation system

I am satisfied with SASOL Nitro's performance evaluation system					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly disagree	7	9.7	9.7	9.7
	Disagree	18	25.0	25.0	34.7
	Don't know	22	30.6	30.6	65.3
	Agree	24	33.3	33.3	98.6
	Strongly Agree	1	1.4	1.4	100.0
	Total	72	100.0	100.0	

There is similarity to table 4.15 and 4.16 with the questions and the manner in which employees responded to both statements. In Table 4.16 employees were posed with a statement: I am satisfied with SASOL Nitro's performance evaluation system, and similar responses are observed as in the previous responses of table 4.15.

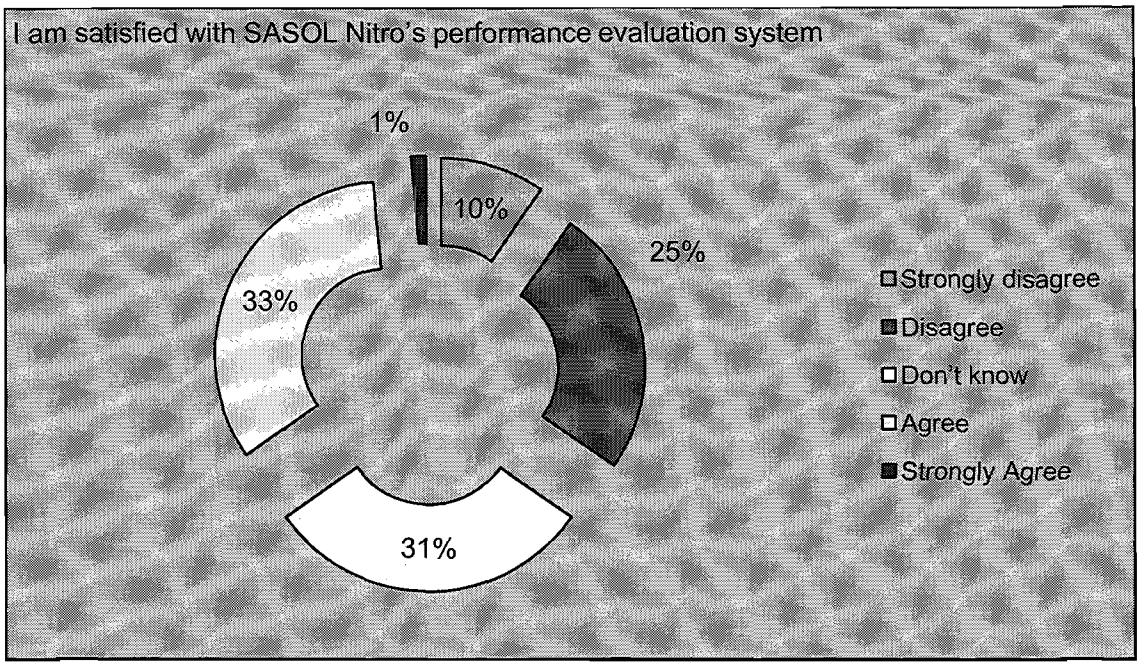


Figure 4.16 I am satisfied with SASOL Nitro's performance evaluation system

The same 33 percent of employees who agreed that their job performance is carefully evaluated also pointed out that they are satisfied with SASOL Nitro's performance evaluation system as depicted in figure 4.16. In this case, 10 percent strongly disagree that they are satisfied with SASOL Nitro's performance evaluation system. A total of 31 percent don't know whether they are satisfied.

4.5.2.2 Organisational fit

Table 4.17 Organisational commitment

I contribute a lot to the success of SASOL Nitro since it is important to me and my career					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly disagree	1	1.4	1.4	1.4
	Disagree	2	2.8	2.8	4.2
	Don't know	6	8.3	8.3	12.5
	Agree	51	70.8	70.8	83.3
	Strongly Agree	12	16.7	16.7	100.0
	Total	72	100.0	100.0	

It is evident that most of the employees, as seen in table 4.17, feel they contribute a lot to the success of SASOL Nitro since it is important to their career and to them.

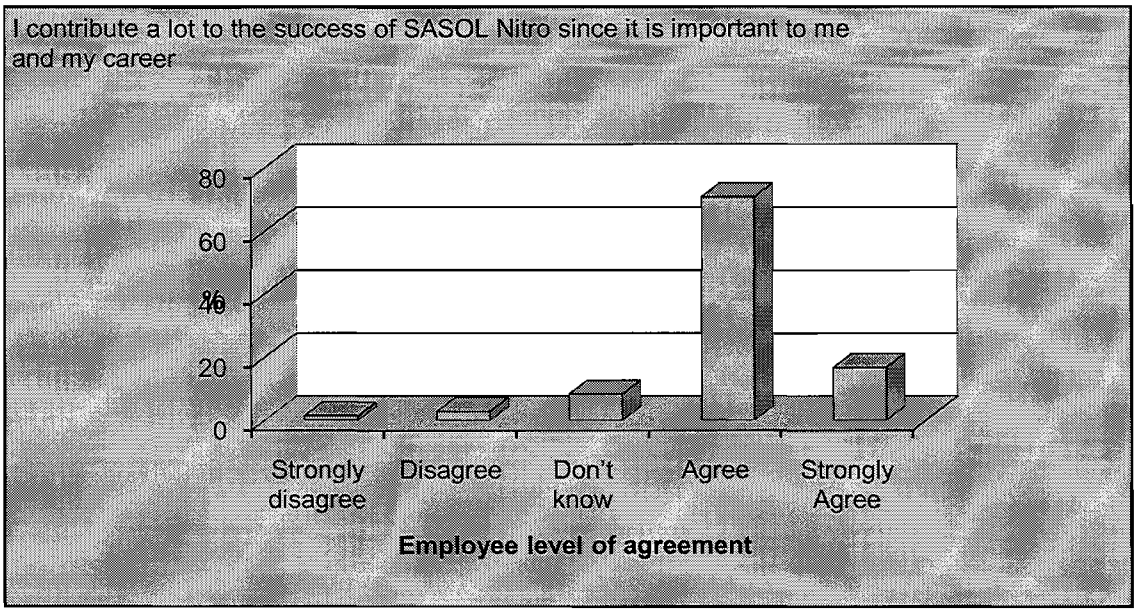


Figure 4.17 I contribute a lot to the success of SASOL Nitro since it is important to my career and me

As much as 71 percent of the employees agree that they contribute a lot to the success of their company, while 17 percent disagree. A mere 8 percent of the employees do not know whether they contribute to the success of the company. This can be possible if there is lack of communication in the company. In this case, there might be other reasons that made the minority of the employees disagree, or they may not be aware of their contributions.

Table 4.18 Utilization of employee skills and knowledge

I get to use my skills in my job at SASOL Nitro					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly disagree	1	1.4	1.4	1.4
	Disagree	8	11.1	11.1	12.5
	Don't know	5	6.9	6.9	19.4
	Agree	50	69.4	69.4	88.9
	Strongly Agree	8	11.1	11.1	100.0
	Total	72	100.0	100.0	

The company seems to utilize the skills and knowledge of its employees. Table 4.18 shows this, where 50 employees agree that they get to use their skills in their job at SASOL Nitro.

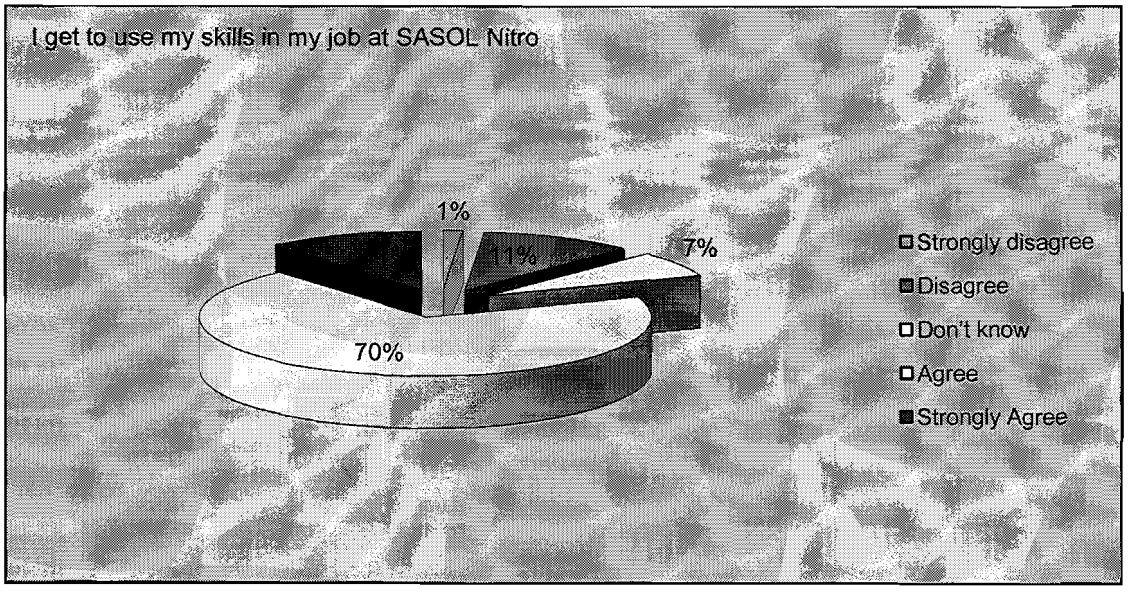


Figure 4.18 I get to use my skills in my job at SASOL Nitro

Interestingly, there are 11 percent of respondents on both sides of the pie chart who strongly agree that they get to use their skills in their job at SASOL Nitro and those who do not agree. Only 7 percent don't know whether they get to use their skills in the company.

Table 4.19 Employee involvement in decision making

I'm allowed to use my own judgement on the job					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly disagree	1	1.4	1.4	1.4
	Disagree	7	9.7	9.7	11.1
	Don't know	7	9.7	9.7	20.8
	Agree	48	66.7	66.7	87.5
	Strongly Agree	9	12.5	12.5	100.0
	Total	72	100.0	100.0	

Respondents were requested to write their level of agreement to the statement: I am allowed to use my own judgement on the job. Surprisingly, 48 of the 72 employees agreed, while 9 employees strongly agreed.

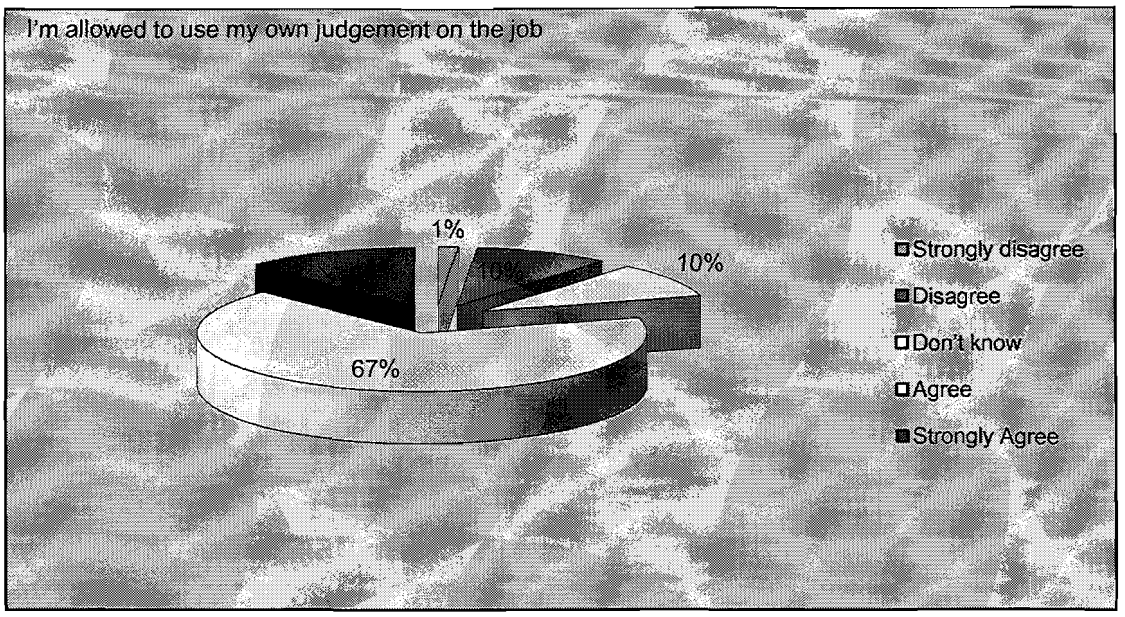


Figure 4.19 I am allowed to use my own judgement on the job

The pie chart of figure 4.19 shows that 10 percent of the employees do not know whether they are allowed to use their own judgement on the job. Another 10 percent disagree, while 13 percent strongly agree to the statement. Two thirds, 66 percent, feel they are allowed to use their judgement on the job.

Table 4.20 SASOL Nitro perceived as the best company to work for

SASOL Nitro is the best company I ever worked for.					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly disagree	4	5.6	5.6	5.6
	Disagree	21	29.2	29.2	34.7
	Don't know	14	19.4	19.4	54.2
	Agree	27	37.5	37.5	91.7
	Strongly Agree	6	8.3	8.3	100.0
	Total	72	100.0	100.0	

We start to see changes in the distribution of respondents with regard to the statement that SASOL Nitro is the best company they ever worked for. A total of 14 employees don't know whether SASOL Nitro is the best company. One of the employees noted that he has never worked for any other company except SASOL Nitro; therefore, he cannot compare SASOL Nitro to any other company he has never been exposed to in the first place.

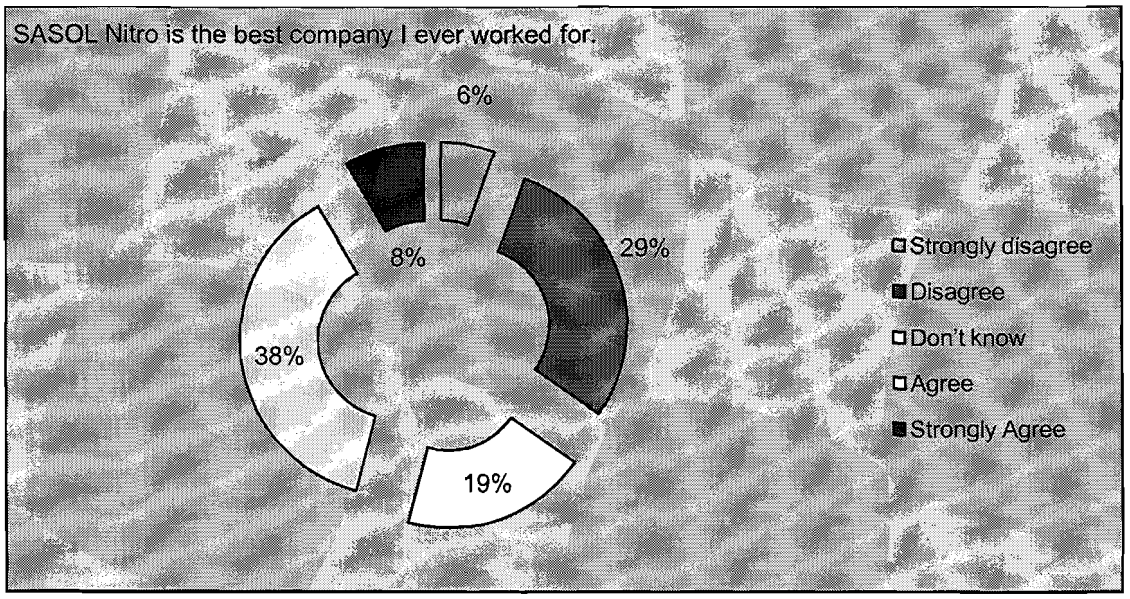


Figure 4.20 SASOL Nitro is the best company I have ever worked for

A total of 38 percent agree that SASOL Nitro is the best company they have ever worked for. This is shown in figure 4.20. Altogether, 29 percent disagree that SASOL Nitro is the best company they have ever worked for, while 8 percent strongly disagree.

4.5.2.3 Career opportunities

Table 4.21 Career opportunities in SASOL Nitro

There are career opportunities for me in SASOL Nitro					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly disagree	7	9.7	9.7	9.7
	Disagree	14	19.4	19.4	29.2
	Don't know	23	31.9	31.9	61.1
	Agree	22	30.6	30.6	91.7
	Strongly Agree	6	8.3	8.3	100.0
	Total	72	100.0	100.0	

The majority of employees do not feel there are career opportunities for them in SASOL Nitro. This is reflected in table 4.21, where 7 employees strongly disagree to the statement that there are career opportunities for them in SASOL Nitro. A total of 14 employees just disagree with the statement and 23 employees don't know whether there are opportunities for them.

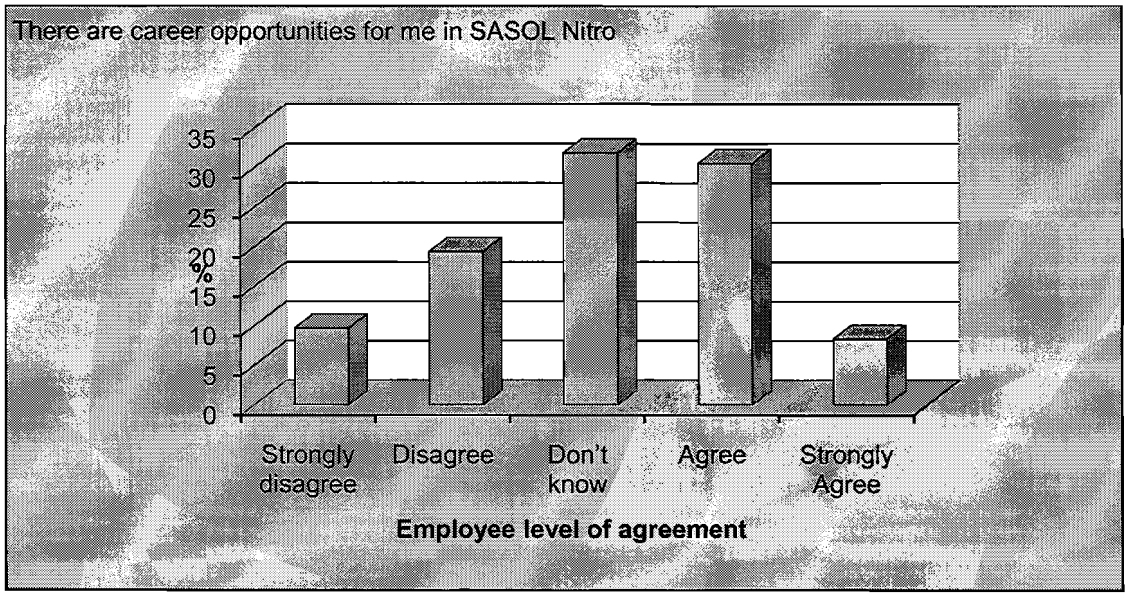


Figure 4.21 There are career opportunities for me in SASOL Nitro

Figure 4.21 shows that the distribution lies to the left, as pointed out above, that most of the respondents do not agree that there are opportunities for them in SASOL Nitro. Almost a third, 32 percent, don't know, while 31 percent agree that there are opportunities for them. Only 8 percent strongly agree that there are opportunities for them in SASOL Nitro.

Table 4.22 Possibility of promotion in the job

I can get promoted from my present job					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly disagree	5	6.9	6.9	6.9
	Disagree	28	38.9	38.9	45.8
	Don't know	16	22.2	22.2	68.1
	Agree	17	23.6	23.6	91.7
	Strongly Agree	6	8.3	8.3	100.0
	Total	72	100.0	100.0	

Surprisingly, there is a shift in the distribution of respondents when posed with a similar statement: I can get promoted from my present job. Though 28 employees disagree, the distribution seems to be to the agree side of the table. A total of 16 employees do no t know if they can get promoted from their present job.

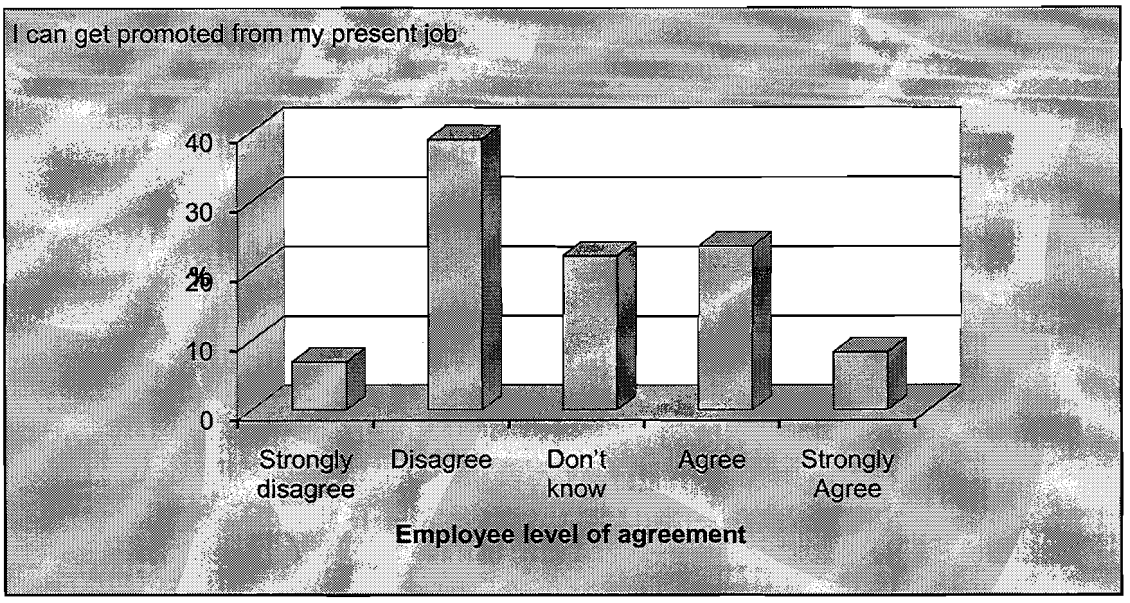


Figure 4.22 I can get promoted from my present job

Figure 4.22 shows that about 32 percent of respondents are positive that there are possibilities of promotion in their present jobs. Altogether, 24 percent agree that they can get promoted from their present jobs, while 8 percent strongly agree.

Table 4.23 Opportunities to advance within SASOL Nitro

There are opportunities to advance within SASOL Nitro					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly disagree	4	5.6	5.6	5.6
	Disagree	21	29.2	29.2	34.7
	Don't know	25	34.7	34.7	69.4
	Agree	20	27.8	27.8	97.2
	Strongly Agree	2	2.8	2.8	100.0
	Total	72	100.0	100.0	

A total of 25 employees noted that there are no opportunities to advance within SASOL Nitro. Only 4 employees strongly disagree and 21 employees disagree that there are opportunities to advance within SASOL Nitro. This shows their hopelessness within their organisation concerning advancement.

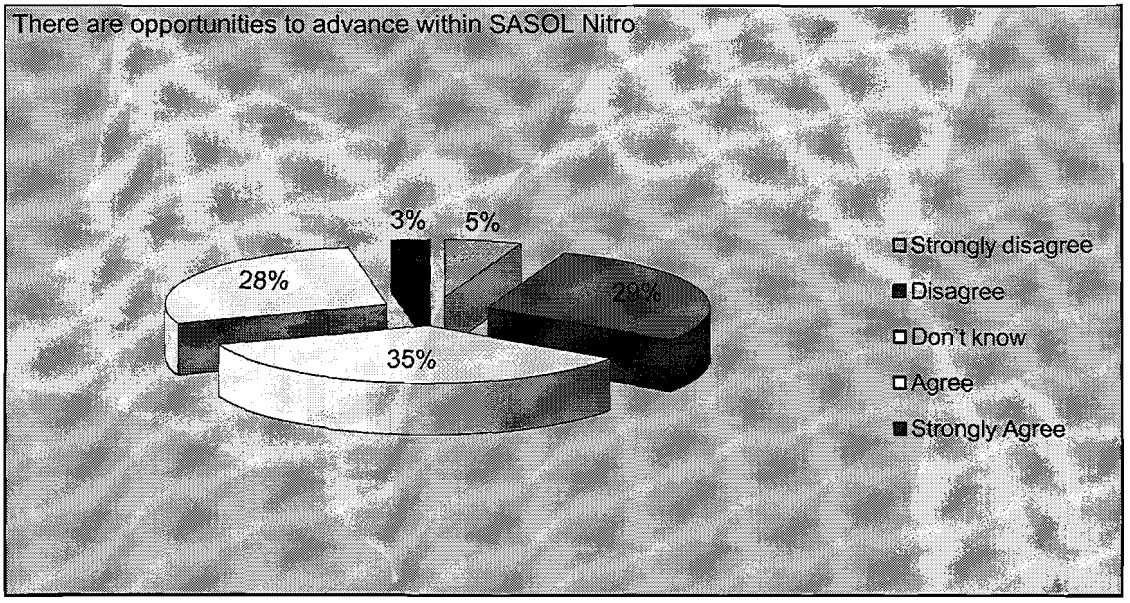


Figure 4.23 There are opportunities to advance within SASOL Nitro

Altogether, 24 percent do not know whether there are opportunities to advance within SASOL Nitro. Some 28 percent agree, while 3 percent strongly agree that there are opportunities to advance within SASOL Nitro.

Table 4.24 Efforts to progress through individual development

I do the best I can to develop myself					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Disagree	6	8.3	8.3	8.3
	Don't know	3	4.2	4.2	12.5
	Agree	46	63.9	63.9	76.4
	Strongly Agree	17	23.6	23.6	100.0
	Total	72	100.0	100.0	

Only 6 employees feel they are not doing much to develop themselves. The impression might be these are elderly employees who feel it is not necessary to develop oneself at their age. All employees responded to the 4-Likert scale eliminating the strongly disagree position. Surprisingly, there are 3 employees who don't know what they are doing to develop themselves.

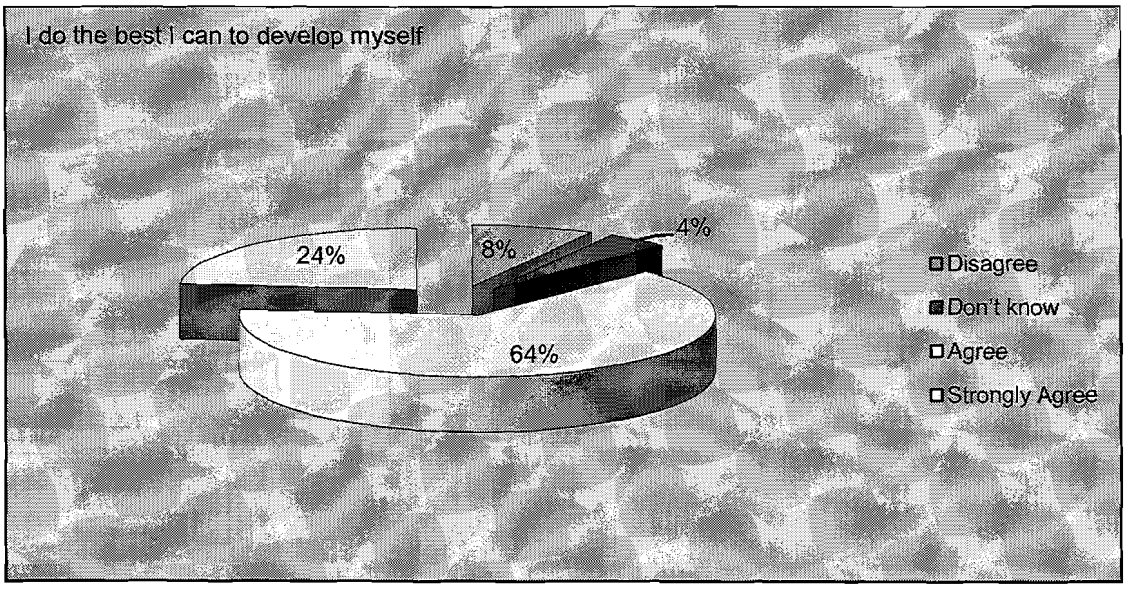


Figure 4.24 I do the best I can to develop myself

Figure 4.24 shows that 64 percent of the respondents agree to the fact that they do the best they can to develop themselves, while 24 percent strongly agree. The majority of the employees might be doing private studies with

some institutions to advance their skills and knowledge in similar fields, or other fields different from their present job.

4.5.2.4 Job satisfaction

Table 4.25 Satisfaction with career choice

I am satisfied with my career choice					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly disagree	3	4.2	4.2	4.2
	Disagree	10	13.9	13.9	18.1
	Don't know	8	11.1	11.1	29.2
	Agree	42	58.3	58.3	87.5
	Strongly Agree	9	12.5	12.5	100.0
	Total	72	100.0	100.0	

A total of 13 employees are not satisfied with their career choice as depicted in table 4.25 above. These might be the same respondents who are studying for a different qualification due to the dissatisfaction in their present job. It might be true that some of them did not get the job they wanted in the beginning and they took what was available, which resulted in a lack of satisfaction in what they are doing now.

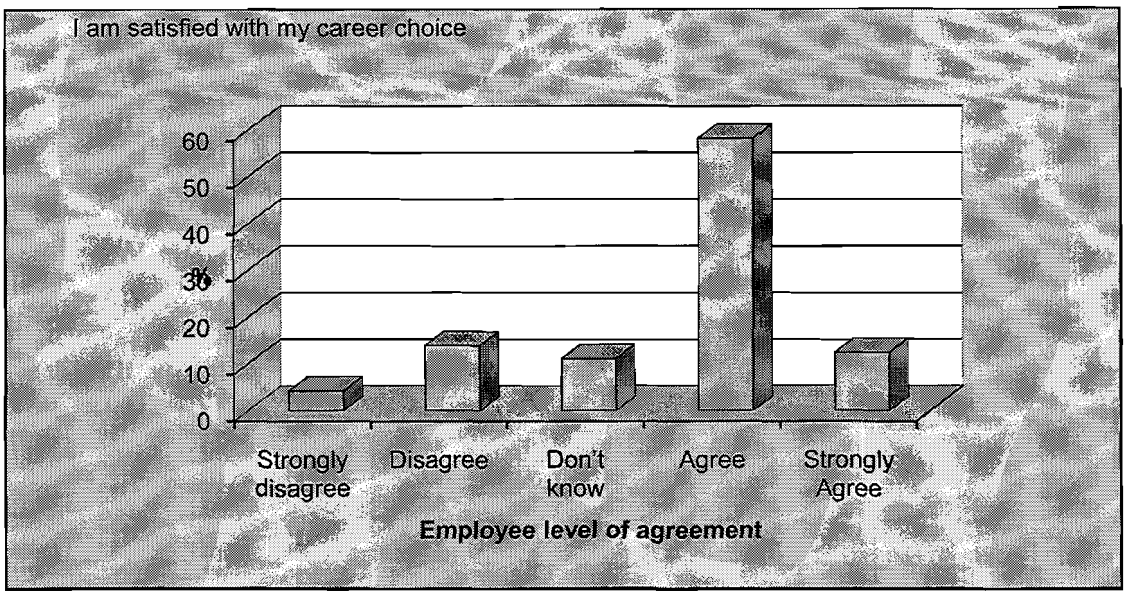


Figure 4.25 I am satisfied with my career choice

More than half, 58 percent, of the respondents, as shown in figure 4.25, feel satisfied with their career choice. This might result with them studying further to advance in the same field. Another 12.5 percent strongly agree to the fact that they are satisfied with their career choice.

Table 4.26 Pay compared to individual efforts

My pay does not match my individual efforts					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly disagree	3	4.2	4.2	4.2
	Disagree	11	15.3	15.3	19.4
	Don't know	15	20.8	20.8	40.3
	Agree	29	40.3	40.3	80.6
	Strongly Agree	14	19.4	19.4	100.0
	Total	72	100.0	100.0	

When comparing individual efforts with pay, 14 employees strongly feel their pay does not match their individual efforts. Another 29 employees agree that their pay does not match their individual efforts. Furthermore, 15 employees don't know, or they are unable to compare their efforts to their pay (see also figure 4.26 below).

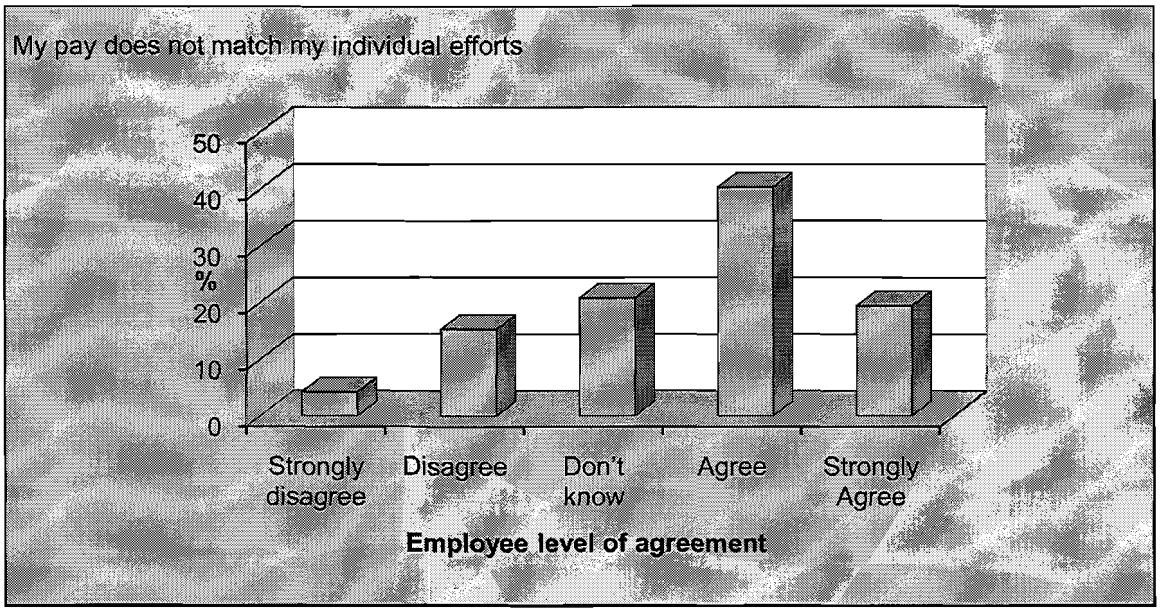


Figure 4.26 My pay does not match my individual efforts

Table 4.27 SASOL Nitro's pay is not competitive to external companies

I can look for a job outside and be paid better than at SASOL Nitro					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly disagree	2	2.8	2.8	2.8
	Disagree	5	6.9	6.9	9.7
	Don't know	13	18.1	18.1	27.8
	Agree	30	41.7	41.7	69.4
	Strongly Agree	22	30.6	30.6	100.0
	Total	72	100.0	100.0	

Altogether, 52 of the 72 employees feel that they can look for a job outside and be paid better than at SASOL Nitro, as shown in table 4.27. There are a few employees who still believe SASOL Nitro is paying far better than the market. Only 2 employees strongly disagree to the statement and 5 employees just disagree that they can look for a job outside and be paid better than at SASOL Nitro.

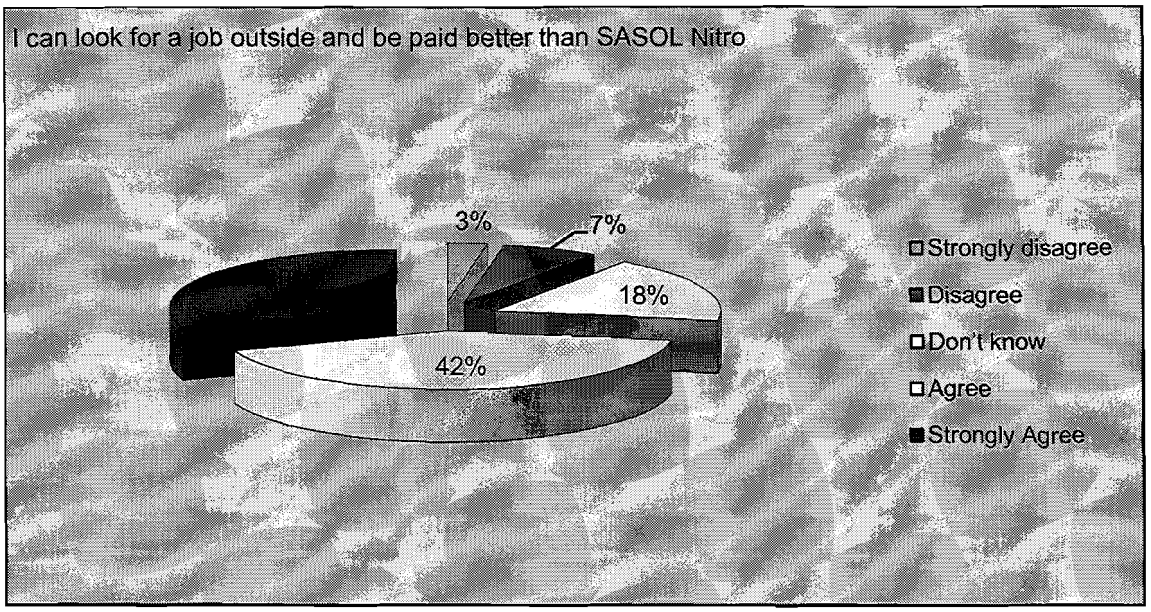


Figure 4.27 I can look for a job outside and be paid better than at SASOL Nitro

The majority of employees, about 72 percent, are of the opinion that SASOL Nitro is not paying well compared to the market. Another 18 percent do not have a clue what is happening in the market. This might be that they are not in contact with other people outside the organisation, or their social attachment is completely isolated from their work life. There is a complete dislocation of the two. They do not network with people in a similar career environment, who can share with them what their pay expectation is.

Table 4.28 Job level versus decision making

My job level allows me to make my own decisions					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly disagree	1	1.4	1.4	1.4
	Disagree	19	26.4	26.4	27.8
	Don't know	7	9.7	9.7	37.5
	Agree	36	50.0	50.0	87.5
	Strongly Agree	9	12.5	12.5	100.0
	Total	72	100.0	100.0	

Only one person strongly disagree that his job level allows him to make his own decisions. Another 19 employees just disagree to the statement. Only 7 employees don't know whether their job level allows them to make their own decisions. Most of the employees in a flat organisational structure will feel making decisions must be left for management and they only have to do what they are told. This type of attitude restricts innovation and learning.

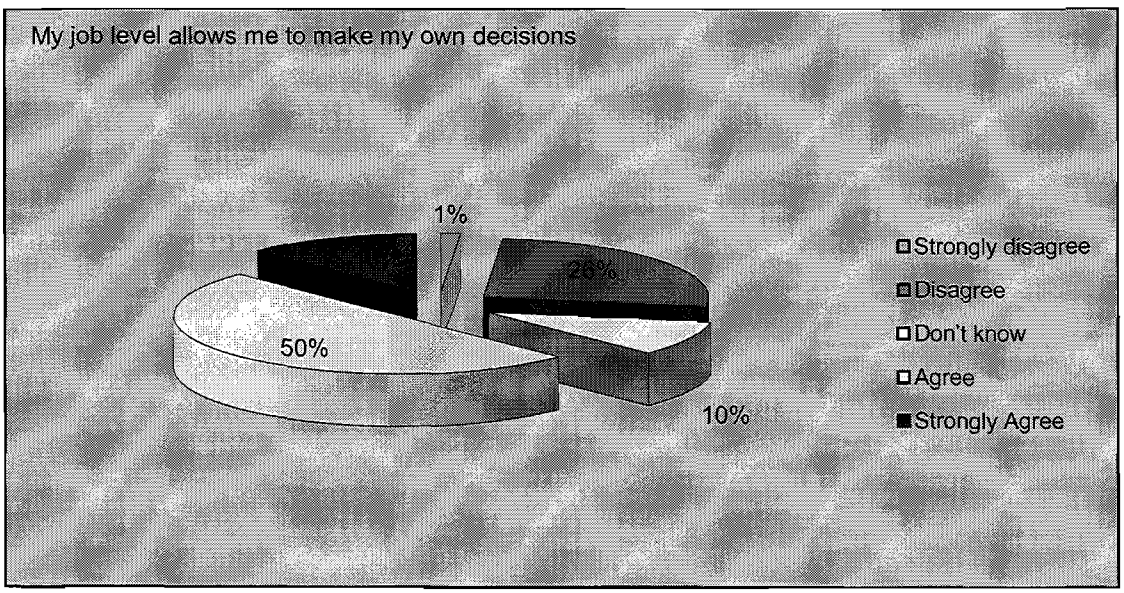


Figure 4.28 My job level allows me to make my own decisions

Half, 50 percent, of employees agree that their job level allows them to make their own decisions, while 13 percent strongly agree. Another 26 percent disagree that their job level allows them to make their own decisions.

Table 4.29 Satisfaction with the present job level

I am satisfied with my present job level					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly disagree	5	6.9	6.9	6.9
	Disagree	34	47.2	47.2	54.2
	Don't know	7	9.7	9.7	63.9
	Agree	24	33.3	33.3	97.2
	Strongly Agree	2	2.8	2.8	100.0
	Total	72	100.0	100.0	

Altogether 39 employees are not satisfied with their job level, as shown in table 4.29. These might be the same individuals who pointed out that they are doing the best they can to develop themselves. They are somehow motivated to advance since they know they can get promoted from the level they are presently at. Another 26 employees feel satisfied at their present job level. They are too comfortable on that level that they do not think they can go up another level. The distribution is also shown in the pie chart of figure 4.29 below.

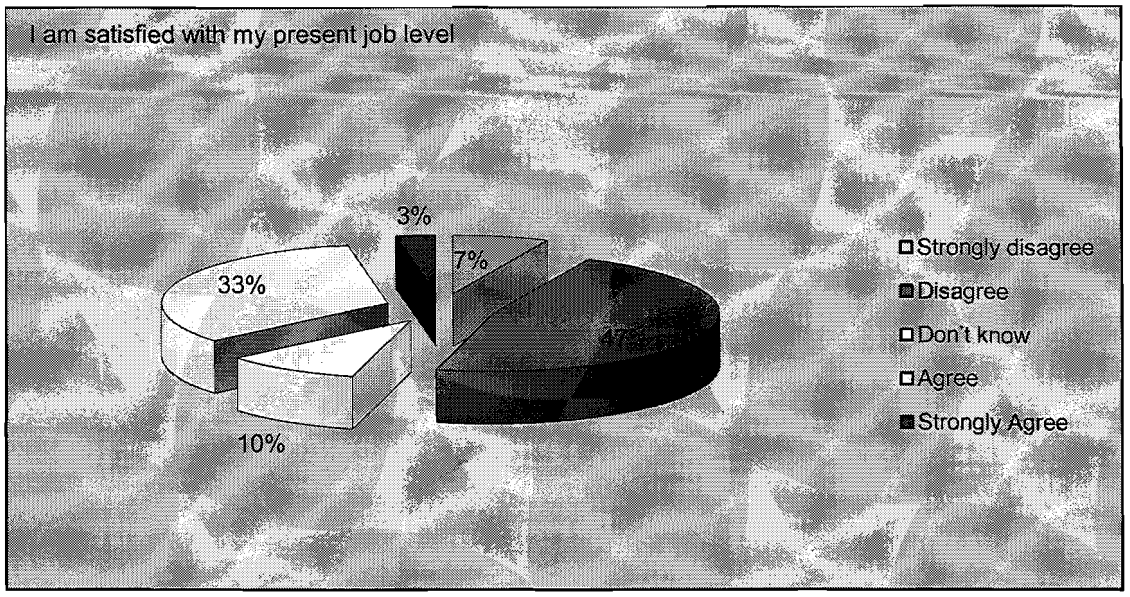


Figure 4.29 I am satisfied with my present job level

4.5.2.5 Turnover intent

Table 4.30 Looking for better jobs due to a lack of career progression

Because of a lack of progress with my career I am looking for a better job					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly disagree	3	4.2	4.2	4.2
	Disagree	17	23.6	23.6	27.8
	Don't know	13	18.1	18.1	45.8
	Agree	25	34.7	34.7	80.6
	Strongly Agree	14	19.4	19.4	100.0
	Total	72	100.0	100.0	

Turnover intent was measured using two statements: table 4.30 shows that 25 employees agreed to look for a better job because of a lack of progress with their career. Another 14 employees strongly agree that, because of a lack of progress with their career, they are looking for better jobs.

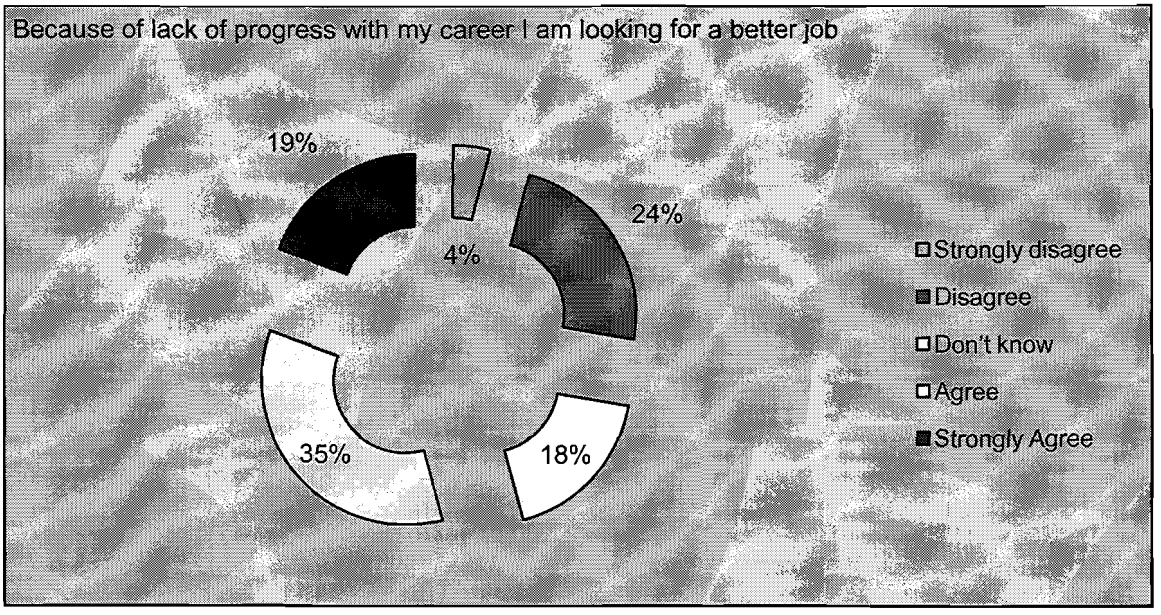


Figure 4.30 Because of a lack of progress with my career I am looking for a better job

A total of 35 percent of the respondents agreed they are looking for better jobs because of a lack of progress in their career, while 19 percent strongly agree. Another 24 percent disagree to the first statement that because of lack of progress with their career they are looking for a better job.

Table 4.31 Intent to quit for better prospects

I plan to quit SASOL Nitro in the next six months for better prospects					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly disagree	5	6.9	6.9	6.9
	Disagree	22	30.6	30.6	37.5
	Don't know	28	38.9	38.9	76.4
	Agree	6	8.3	8.3	84.7
	Strongly Agree	11	15.3	15.3	100.0
	Total	72	100.0	100.0	

The other statement that was used to measure turnover intent was: I plan to quit SASOL Nitro in the next six months for better prospects. Only 6 employees agreed, while 11 strongly agreed that they are planning to quit in the next six months for better prospects as shown in table 4.31.

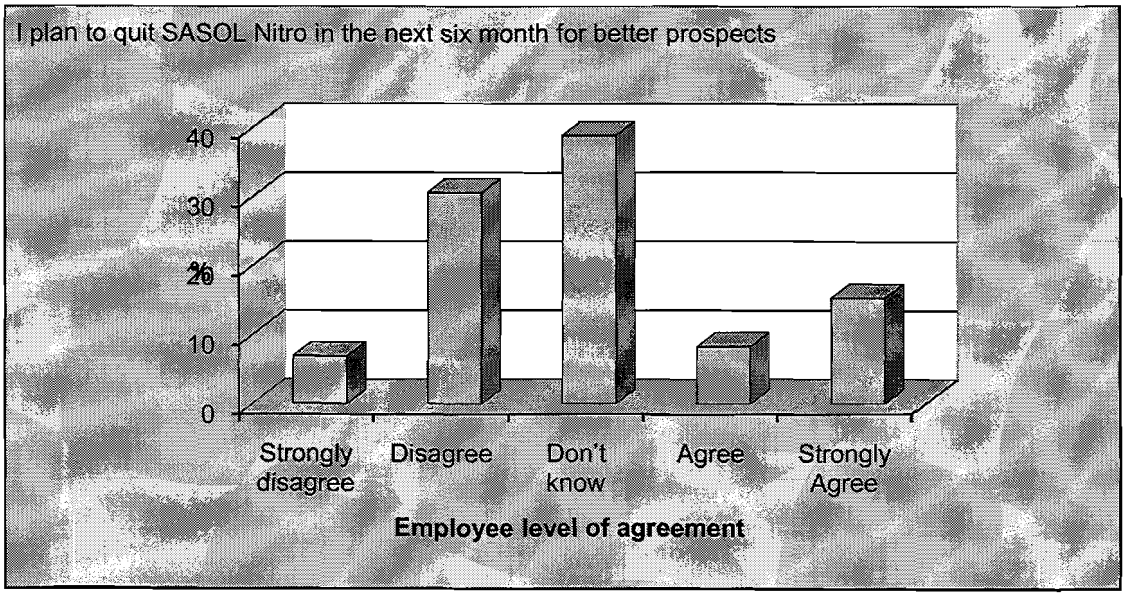


Figure 4.31 I plan to quit SASOL Nitro in the next six months for better prospects

Altogether 39 percent of the respondents do not know whether they plan to quit SASOL Nitro for better prospects in the next six months. Another 31 percent disagree, and 7 percent strongly disagree, as depicted by figure 4.31.

4.5.2.6 Embeddedness

There are a few statements formulated to measure embeddedness. Some focus on on-the-job embeddedness and off-the-job embeddedness. People become attached to their work environment due to the convenience their work offers to them and other benefits they acquire in their job. Below, we discuss these statements and the responses given by employees.

Table 4.32 Off-the-job embeddedness (community)

I am committed to SASOL Nitro because it forms part of my community					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly disagree	4	5.6	5.6	5.6
	Disagree	7	9.7	9.7	15.3
	Don't know	15	20.8	20.8	36.1
	Agree	42	58.3	58.3	94.4
	Strongly Agree	4	5.6	5.6	100.0
	Total	72	100.0	100.0	

A total of 46 employees are committed to SASOL Nitro, because it forms part of their community. Another 15 employees don't know where their commitment is, while 11 employees disagree to being committed to SASOL Nitro, as shown in table 4.32 above.

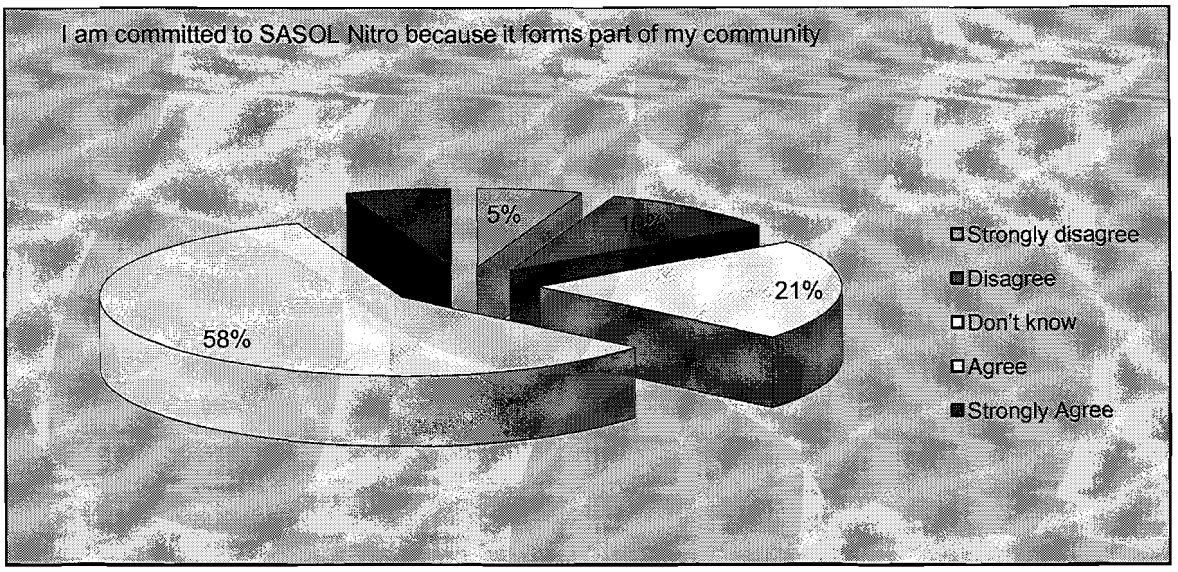


Figure 4.32 I am committed to SASOL Nitro because it forms part of my community

More than half, 57 percent, of employees agree that they are committed to SASOL Nitro, because it forms part of their community. Only 6 percent strongly agree, while another 6 percent strongly disagree. Another 21 percent do not know whether they are committed to SASOL Nitro.

Table 4.33 On-the-job embeddedness (colleague attachment)

Even if I may quit I will still keep contact with my colleagues at SASOL Nitro					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly disagree	4	5.6	5.6	5.6
	Disagree	8	11.1	11.1	16.7
	Don't know	13	18.1	18.1	34.7
	Agree	37	51.4	51.4	86.1
	Strongly Agree	10	13.9	13.9	100.0
	Total	72	100.0	100.0	

People create relationships at work that they eventually carry with them wherever they go. They create networks from schools to tertiary institutions, and keep those networks throughout their career lives. Some will even invite their long-time friends to apply for jobs in the organisations they work in when there are opportunities. Some compare benefits of their companies with those of their networks. In table 4.33, respondents noted that they would still keep contact with their colleagues at SASOL Nitro even if they might quit.

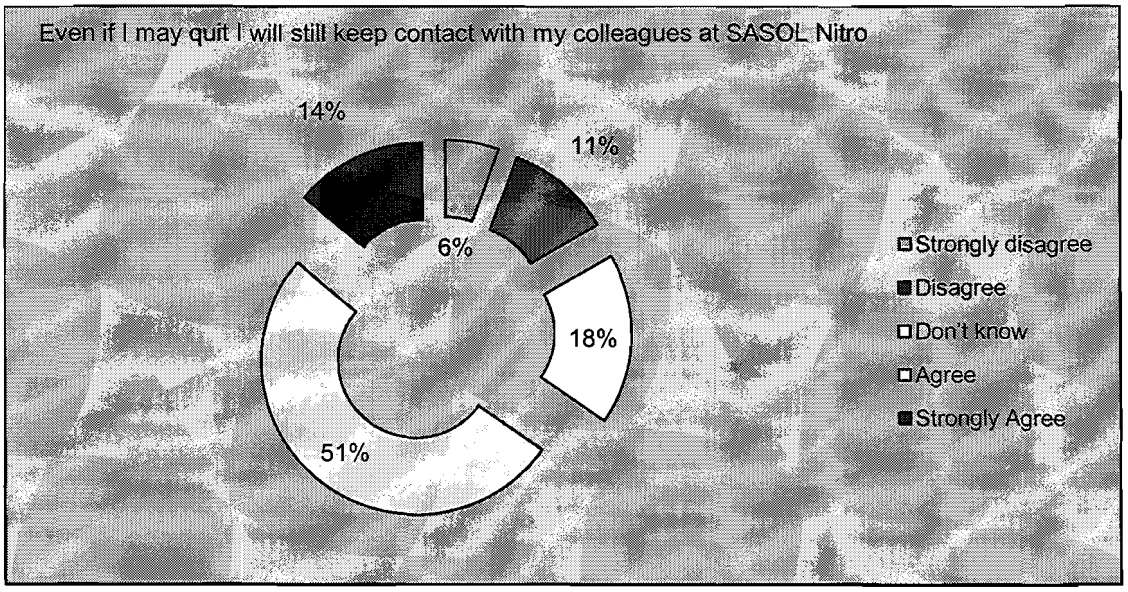


Figure 4.33 Even if I may quit I will still keep contact with my colleagues at SASOL Nitro

A total of 17 percent of the respondents do not feel some contacts are worth keeping, as depicted in figure 4.33. On the other hand, 65 percent feel they will still keep contact with their colleagues even if they quit SASOL Nitro.

Table 4.34 Social embeddedness (social ties)

If I quit SASOL Nitro I might lose my long-term friends					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly disagree	7	9.7	9.7	9.7
	Disagree	36	50.0	50.0	59.7
	Don't know	15	20.8	20.8	80.6
	Agree	12	16.7	16.7	97.2
	Strongly Agree	2	2.8	2.8	100.0
	Total	72	100.0	100.0	

In table 4.34 employees feel that quitting SASOL Nitro will not make them lose their long-term friends. This is evident in the number of employees who disagreed to the statement: If I quit SASOL Nitro I might lose my long-term friends. This shows that social ties grow deeper than career ties. Even if people are no longer working together, their relationship can still continue.

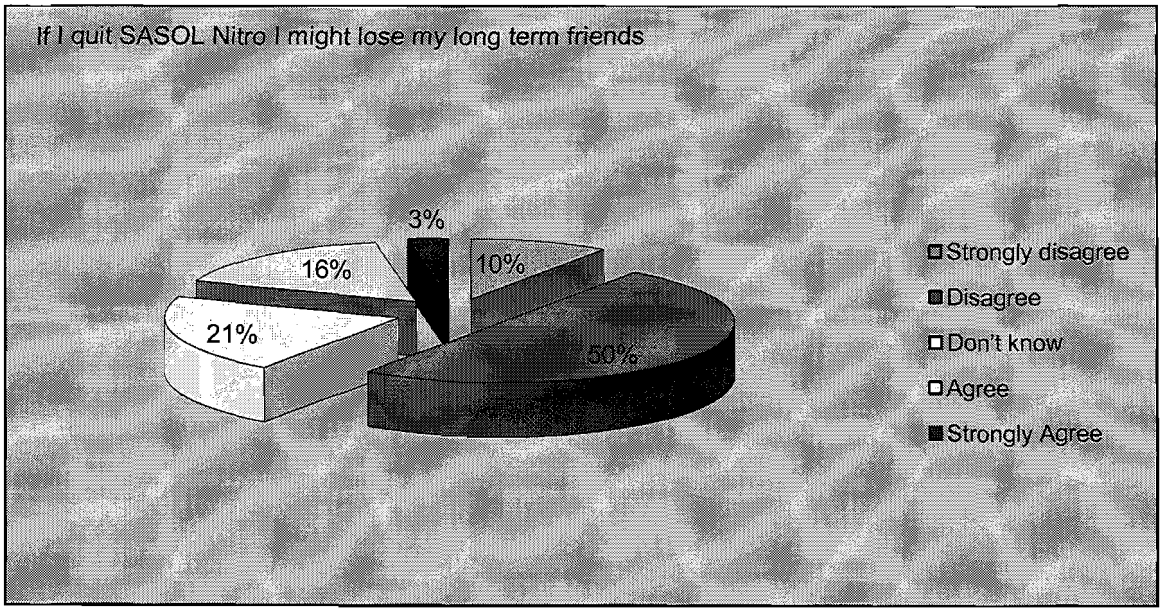


Figure 4.34 If I quit SASOL Nitro I might lose my long-term friends

Nearly half, 49 percent, of respondents disagree that if they quit SASOL Nitro they might lose their long-term friends. Another 17 percent agree that if they quit SASOL Nitro they might lose their long-term friends. This is one of those friendships with conditions: the tie is only based on sharing a working environment; otherwise, there is no friendship at all.

Table 4.35 Job and home convenience

I will never quit SASOL Nitro because it is convenient to work close to home					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly disagree	9	12.5	12.5	12.5
	Disagree	29	40.3	40.3	52.8
	Don't know	22	30.6	30.6	83.3
	Agree	10	13.9	13.9	97.2
	Strongly Agree	2	2.8	2.8	100.0
	Total	72	100.0	100.0	

People might see it as hard to change jobs and work somewhere far from home, as it is convenient to work nearby. Fear of working away from home results in a person being attached to his or her present organisation. Financially, it might as well be convenient to work close to home. Petrol prices escalate monthly resulting in people choosing to work close to home.

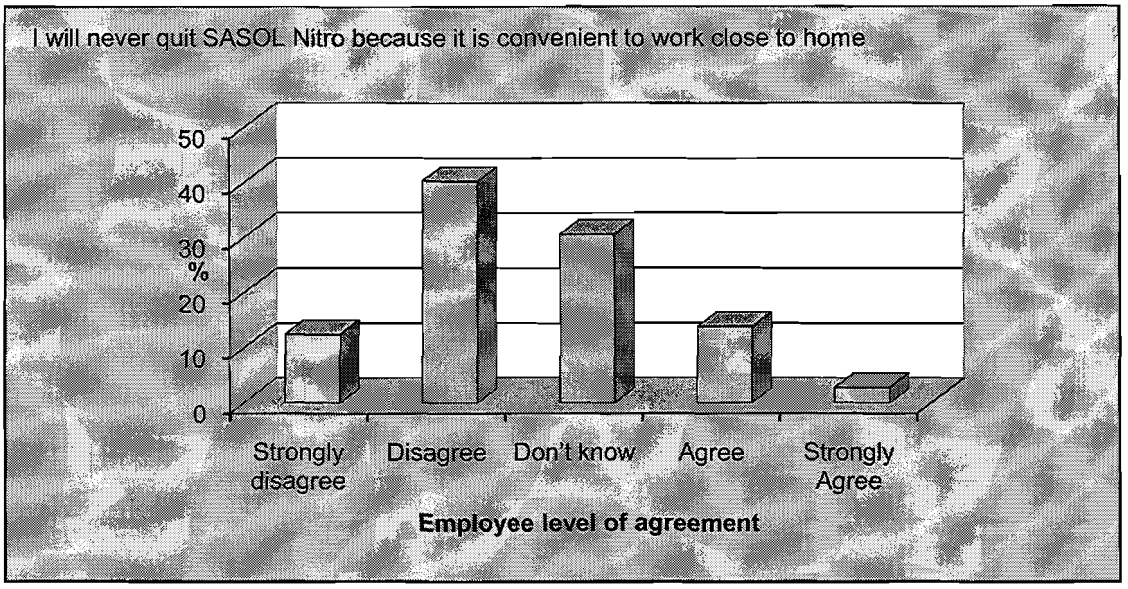


Figure 4.35 I will never quit SASOL Nitro because it is convenient to work close to home

More than half, 53 percent, of respondents disagree with the statement: I will never quit SASOL Nitro, because it is convenient to work close to home. There are other factors that play an important role in a person's career when evaluating whether to quit or stay in an organisation. Some might quit to work in Pretoria while still living in Sasolburg due to some needs that SASOL Nitro cannot fulfil. Some might quit because of relationships that got sour with time, or due to a lack of career progress, as noted above.

Table 4.36 Embedded to the job due to family commitment

I am worried that if I quit my children will not cope well with us relocating elsewhere					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly disagree	12	16.7	16.7	16.7
	Disagree	29	40.3	40.3	56.9
	Don't know	16	22.2	22.2	79.2
	Agree	12	16.7	16.7	95.8
	Strongly Agree	3	4.2	4.2	100.0
	Total	72	100.0	100.0	

There are parents who are mostly concerned with what might happen to their children if they relocate to take positions in other organisations far from their present homes. Some feel relocating with their families is not a problem as kids can still make friends wherever they go. Table 4.36 shows that most of the respondents are not worried about their children if they relocate. Some of these respondents might be those young employees who do not have children; therefore, relocating will not be a problem.

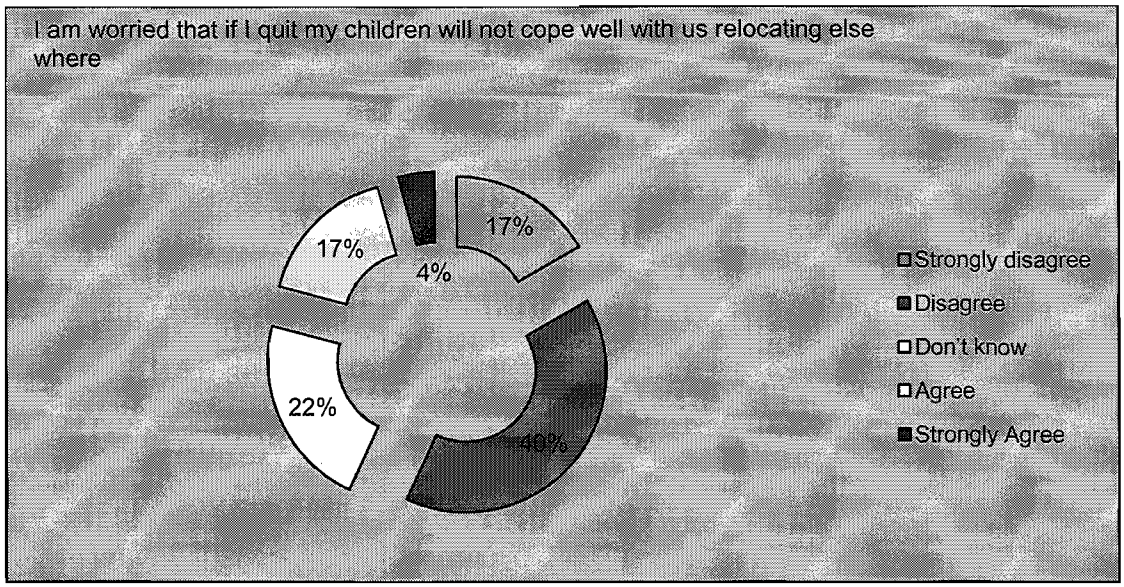


Figure 4.36 I am worried that if I quit my children will not cope well with us relocating elsewhere

A total of 17 percent agree that they are worried that if they quit, their children will not cope well with them relocating elsewhere, while 4 percent strongly agree. Another 22 percent don't know what might happen if they quit the organisation. These might be those parents who never entertained the thought of leaving SASOL Nitro in the near future.

4.5.3 Data properties

There are three important properties of data, namely quartiles, variation, and shape. The quartiles are descriptive measures that split the ordered data into four quarters. Variation is the amount of dispersion or spread in the data. Data shape is the manner in which data is distributed. Either the distribution of the data is symmetrical or it is not. If the distribution of data is not symmetrical, it is called asymmetrical or skewed. Below, two of the three properties are discussed in detail as they form part of the empirical data analysis, namely variation and shape.

4.5.3.1 Variation

Variation is measured using the range and the interquartile range. The range is the measure of the spread, while the interquartile range is the measure of the middle spread. Neither of these measures takes into consideration how all the observations distribute or cluster. Two commonly used measures of variation that do take into account how all the values in the data are distributed, are variance and standard deviation. These measures evaluate how the values fluctuate about the mean.

- Variance

  Sample variance is roughly or almost the average of the squared difference between each of the observations in a set of data and the mean.

- Standard deviation

  The most practical and most commonly used measure of variation is the sample standard deviation. This measure is the square root of the sample variance. To assess the accuracy of the sample mean as an estimate of the mean in the population is to calculate the boundaries within which we believe the true value of the mean will fall.

4.5.3.2 Shape

The shape of the data is the third important property of the data. It describes the manner in which the data are distributed. Either the distribution of the data is symmetrical or skewed termed asymmetrical. The Mean and the Median (middle value) of the sample data can be used to test the data shape (Levine et al., 2005:120):

- Mean < median: negative or left - skewness
- Mean = median: symmetry, or zero – skewness (each data image is the mirror image of the other)
- Mean > median: positive, or right – skewness

4.5.3.3 Arithmetic mean

The arithmetic mean (also called the sample mean) is the most commonly used measure of central tendency. Sum the observed numerical values of a variable in a set of data and then divide the total by the number of observations. In statistics, the sample mean is normally used as an estimate of the population mean. The population mean is normally unknown and one wants to use the sample mean as representation of the population. As such, a standard error is used to measure how representative a sample is likely to be of the population. A large standard error relative to the sample mean means that there is a lot of variability between the means of different samples and so the sample might not be representative of the population (Field, 2005: 17).

4.6 EXPLORATORY FACTOR ANALYSIS

In factor analysis we look at variables that highly correlate with a group of other variables, but do not correlate with variables outside the group (Field, 2005: 621).

4.6.1 Variables correlating to employee perception to job retention

The first five statements in table 4.37 can be grouped to measure aspects of the same underlying dimension, like perception of the individual about himself to job retention. The other statements are grouped to measure individual perception towards the company about job retention. The statement: SASOL Nitro's performance evaluation standards are more challenging and difficult to achieve was thrown out, as it does not correlate with any of the other statements. The frequency table on this element shows that 50 percent of individuals do not know if the standards are more challenging and difficult to meet, while 40 percent cluster around the not knowing position, this is, 20 percent just agree to the statement, while the other 20 percent just disagree with the statement (see table 4.13 above).

Table 4.37 Correlation coefficients of employee's perception to job retention

Pattern matrix[a]		
Employee perception to job retention	Component	
	Perception of the individual towards him/herself	Perception of the individual towards the company
Supervisor and I agree on (performance) rating criteria	0.936	
My job performance is carefully evaluated	0.895	
My performance evaluation system within SASOL Nitro is fair	0.770	
I'm satisfied with SASOL Nitro's performance evaluation system	0.642	
I understand how I am evaluated	0.550	0.411
My career development plan is clear and I understand what to do to attain my goals		0.760
I know what is expected of me in my job and that assist me with my career development		0.643
I know the job that I'm doing very well		0.550
Extraction Method: Principal Component Analysis Rotation Method: Oblimin with Kaiser Normalization		
a. Rotation converged in 7 iterations		

Interpretation:

Originally, the elements were loaded in SPSS in the sequence:

- My career development plan is clear and I understand what to do to attain my goals

- I know what is expected of me in my job and that assists me with my career development
- I know the job that I'm doing very well
- I understand how I'm evaluated
- The supervisor and I agree on (performance) rating criteria
- SASOL Nitro's performance evaluation standards are more challenging and difficult to achieve
- My performance evaluation system with SASOL Nitro is fair
- My job performance is carefully evaluated
- I am satisfied with SASOL Nitro's performance evaluation system

To improve on the interpretability of the factors, the sequence was changed according to table 4.37. Reloading again the first five statements in the same sequence resulted in a Cronbach's α = 0.857. Rotation converged in 7 iterations to search for optimal solution. The maximum iterations for convergence defaulted to 25 iterations.

Factor analysis depends on the quality of data. Items should correlate quite well ($r>0.20$), but correlate not so well that they are too highly correlated ($r>0.80$). Pearson moment correlation coefficient of –1 indicates a perfect negative relationship. A coefficient of 0 indicates no linear relationship at all and means if one variable changes, the other stays the same. A coefficient of +1 indicates that the variables are perfectly positively correlated; this is if one variable changes/increases the other changes as well with the same proportion (Field, 2005:111).

4.6.1.1 Reliability analysis

Field, as quoted above, stresses the fact that if one is using factor analysis to validate a questionnaire, it is useful to check the reliability of the chosen scale. Reliability means a scale should consistently reflect the construct it is

measuring. The Cronbach Alpha coefficient was used in this research to determine the internal consistency of each item.

Kline (as quoted by Field, 2005: 668) notes that a generally accepted Cronbach's α value of 0.8 is appropriate for cognitive tests such as intelligence tests, for ability tests, a cut-off point of 0.7 is more suitable. He continues to say that when dealing with psychological constructs, values below even 0.7 can, realistically, be expected because of the diversity of the constructs being measured.

4.6.1.2 Validity

The method used in this research to measure validity is termed construct validity. Construct validity is an umbrella term that encompasses any information about a particular test; both content and criterion validity can be subsumed under this broad term (Domino & Domino, 2006: 55).

According to Lawshe (as quoted by the authors above), validity refers to the inference that is made from the test score. When a person is administered a test, the result is a sample of the person's behaviour. From that sample, something is inferred; for example, we infer how well the person will perform on a future task (predictive or criterion validity), on whether the person possesses certain knowledge (content validity), or a psychological construct or characteristic related to an outcome, such as spatial intelligence related to being an engineer (construct validity). In the section above, it is noted that α = 0.7 is acceptable for reliability correlation coefficient, while validity coefficients are significantly lower because there exists no substantial correlations between tests and complex real-life criteria.

4.6.2 Organisational fit

4.6.2.1 Correlation coefficients

Table 4.38 Correlation coefficients of organisational fit

Pattern matrix[a]	
	Component
	1
I get to use my skills in my job at SASOL Nitro	0.785
I contribute a lot to the success of SASOL Nitro since it is important to me and my career	0.745
SASOL Nitro is the best organisation I have ever worked for	0.695
I am allowed to use my own judgement on the job	0.626
Extraction Method: Principal Component Analysis.	
a. 1 component extracted.	

Interpretation

The four statements posed to employees with regard to organisational fit correlate when grouped together to measure aspects of organisational fit.

4.6.2.2 Reliability analysis

The elements result in a Cronbach's alpha equal to 0.663.

4.6.3 Career opportunities

4.6.3.1 Correlation coefficients

Table 4.39 Correlation coefficients of career opportunities

Component matrix[a]	
	Component
	Career opportunities
There are opportunities to advance within SASOL Nitro	0.911
There are career opportunities for me in SASOL Nitro	0.865
I can get promoted from my present job	0.692
Extraction Method: Principal Component Analysis.	
a. 1 component extracted.	

Interpretation

The statement: I do the best I can to develop myself, was thrown out, as it does not correlate with other elements in the score. Three statements/items as in Table 4.39 correlate well when grouped together to measure aspects of career opportunity. Only one component was extracted and thus the solution cannot be rotated.

4.6.3.2 Reliability analysis

The elements result in a Cronbach's alpha equal to 0.755.

4.6.4 Job satisfaction

4.6.4.1 Correlation coefficients

Table 4.40 Correlation coefficients of job satisfaction

Component matrix[a]	
	Component
	Job satisfaction
I am satisfied with my present job level	0.705
My job level allows me to make my own decisions	0.695
My pay does not match my individual performance	0.614
I can look for a job outside and be paid better than at SASOL Nitro	0.507
Extraction Method: Principal Component Analysis.	
a.1 component extracted.	

Interpretation

The last two statements gave negative correlations in the original extraction. The third statement was changed to read: My pay matches my individual performance. If it is posed negatively it does not correlate well with others. The statement: I can look for a job outside and be paid better than at SASOL Nitro was also changed to read positive towards SASOL Nitro so as to correlate with the rest of the score. The two statements were turned around and correlated with the rest of the group.

4.6.4.2 Reliability analysis

The elements result in a Cronbach's alpha equal to 0.503.

4.6.5 Turnover intent

4.6.5.1 Correlation coefficients

Table 4.41 Correlation coefficients of turnover intent

Component matrix[a]	
	Component
	Turnover intent
Because of a lack of progress with my career I am looking for a better job	0.833
I plan to quit SASOL Nitro in the next six month for better prospects	0.833
Extraction Method: Principal Component Analysis.	
a. 1 component extracted.	

Interpretation

Two statements were posed to measure turnover intent and their correlation coefficients were similar, 0.833. A single component was extracted from the two statements. This indicates that the two statements are highly correlated to measure aspects of turnover intent.

4.6.5.2 Reliability analysis

The elements result in a Cronbach's alpha equal to 0.558.

4.6.6 Embeddedness

4.6.6.1 Correlation coefficients

Table 4.42 Correlation coefficients of embeddedness

Component matrix[a]	
	Component
	Embeddedness
I am worried that if I quit (SASOL) my children will not cope well with us relocating elsewhere	0.706
I will never quit SASOL Nitro because it is convenient to work close to home	0.674
If I quit SASOL Nitro I might lose my long-term friends	0.647
I am committed to SASOL Nitro because it forms part of my community	0.576
Even if I may quit SASOL Nitro I will still keep contact with my colleagues at SASOL Nitro	0.478
Extraction Method: Principal Component Analysis.	
a. 1 component extracted.	

Interpretation

Correlation among the five statements posed to embeddedness shows a moderate to high correlation, but less than 0.8. All statements correlate well with each other to measure aspects of embeddedness.

4.6.6.2 Reliability analysis

The elements result in a Cronbach's alpha equal to 0.596.

4.6.7 Significant differences between groups

This research utilized the methodology of ANOVA. This methodology is used to compare the means of the groups when the numerical measurements across the groups are continuous and certain assumptions are met. The ANOVA procedure used for completely randomised design is referred to as a one-way ANOVA and is an extension of the t-test for the differences between two means.

If the assumptions are made that the samples are randomly and independently drawn from populations that are normally distributed and that the population variances are equal, a pooled-variance t-test can be used to determine whether there is a significant difference between the means of the two populations (Berenson et al., 2005).

The significance of the difference between age, gender, level of education, job level, years of service, and organisation level (Management, Administrative, Engineers and Technicians, operators, and others) in terms of the degree of individual perception to job retention, organisational fit, career opportunities, job satisfaction, turnover intent, and embeddedness will be determined and discussed in chapter five.

4.7 LIMITATIONS

Data from HR regarding employees who resigned from the company cannot give a clear picture of reasons why they left in relation to this study. It could have been better if they were available for interviews for better understanding of their separations. In many cases, employees leave not because of changing jobs, but due to relationships that became sour and no proper exit interview conducted. Some might also leave, not giving honest reasons for their separations.

Turnover studies using actual turnover take long to conduct, and there must be tools and procedures in place to conduct such studies. Turnover intent studies are based on individual perceptions, not a real life criterion though easily accessible.

Career progression was only seen as an individual endeavour to advance in life; it was never viewed as a tool that can be used to motivate one to stay with an organisation. Thus there are few studies conducted regarding the subject of career progression versus employee retention.

Job embeddedness is a new construct that is still under development. Much of its factors are based on social ties between the employee and the environment. People embedded to their communities do not relocate easily, but it is impossible for the organisation to know who is embedded locally to retain without any financial efforts. Others might not be embedded socially, but embedded to their jobs by virtue of their loyalty and commitment to the organisation.

4.8 ETHICAL CONSIDERATIONS

The title topic, 'The impact of career progression on employee retention' as amended and approved by the Faculty Board of the Faculty of Economic and Management Sciences is accepted and pursued in partial fulfilment of the requirements for the degree Masters in Business Administration at the Potchefstroom Business School, Potchefstroom Campus of the North-West University. No changes or amendments will be made to the title as amended.

4.9 CHAPTER SUMMARY

This chapter detailed the research objectives and formulated hypotheses in relation to the research problem statement. Data collected through survey questionnaires were discussed and the method and procedure that led to acceptance of the study.

Research procedure was also discussed. The SPSS tool looked promising to the development of other constructs measures relating to correlations between turnover intent and embeddedness, career progression and retention, and more. Furthermore, correlation of factors to measure aspects of various variables was investigated. Cronbach Alpha coefficient was discussed as a measure of reliability.

In the following chapter the results of the survey will be discussed. Descriptive statistics was used to analyse data. The results from regression and ANOVA analysis will be presented in chapter five to discuss the significant difference between variable groups.

CHAPTER 5

RESULTS OF THE STUDY

5.1 INTRODUCTION

In the previous chapter, the focus was on the empirical study. More attention was directed to the research objectives, research procedure, data analysis, and the methods used. Study limitations were also discussed in chapter four. The hypothesis regarding the objectives was also reviewed as assumed in chapter one.

Chapter five starts with the discussion of the descriptive statistics of the biographical data. The results of the study are discussed according to the objectives of the previous chapters and the survey outcomes.

5.2 BIOGRAPHICAL DATA OF THE STUDY SAMPLE

Biographical data was divided into eight headings; seven of the headings (age, gender, level of education, marital status, employment service, job level, and organisational level) were used across the variables (individual perception to job retention, organisational fit, career opportunities, job satisfaction, turnover intent, and embeddedness). Table 5.1 below shows the distribution of the seven headings of biographical data, their mean and standard deviations.

Table 5.1 Descriptive statistics for biographical data

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Age	72	1	5	1.93	0.939
Gender	72	1	2	1.14	0.348
Level of education	70	1	7	2.50	1.492
Marital status	72	1	4	1.85	0.573
Employment service	72	1	5	2.32	1.124
Job level	72	1	9	4.06	3.468
Organisational level	72	1	7	5.49	1.846

The standard deviations of table 5.1 are relatively smaller than their mean, indicating that means are accurate representations of the data. Sample age had five categories with a mean of 1.93 and standard deviation of 0.939. Gender of both males and females has a mean of 2.50 and standard deviation of 0.348. Level of education is divided in seven groups with a mean value of 2.50 and a standard deviation of 1.492. Marital status was divided into four groups with a mean of 1.85 and a standard deviation of 0.573.

Employment service was divided into five categories with a mean of 2.32 and standard deviation of 1.124. The company looks healthy with 33 percent of the employees having experience of almost 20 years. A total of 24 percent are over the five years' service mark, while 31 percent are still new to the company. The matured and near retirement employees make up 12 percent of the total sample population. Job level shows the majority of the sample population falling under level 8, making 43 percent of the survey population. Others are level 9's to 12 who make up 29 percent of the total population. The rest are on level 7 to level 5's, making approximately 28 percent of the

population. Therefore, the job level mean value is found to be 4.06 and a standard deviation of 3.5.

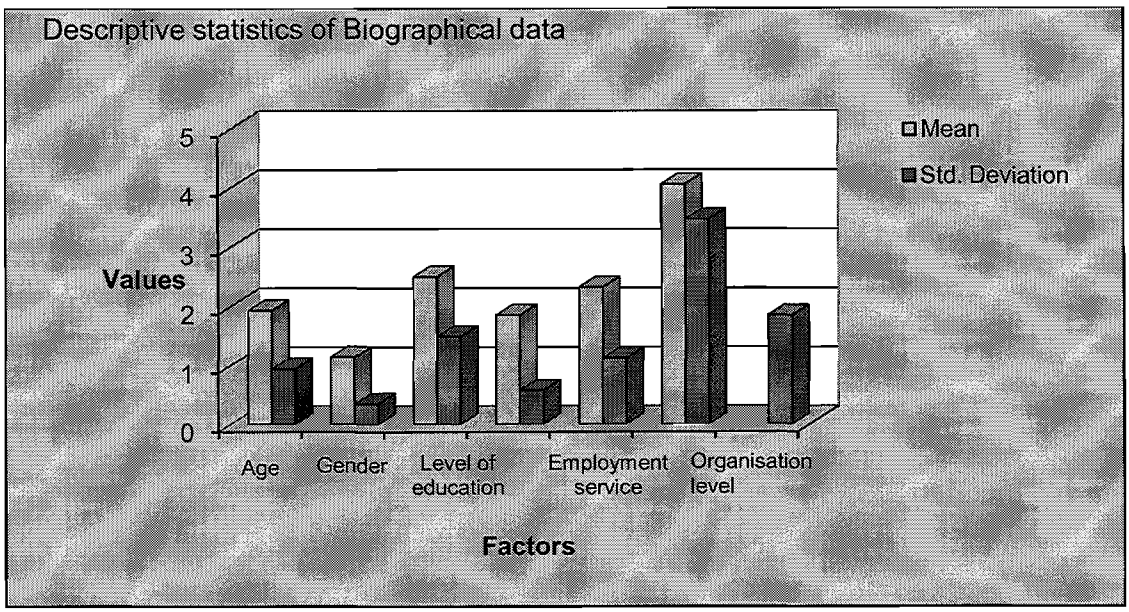


Figure 5.1 Descriptive statistics of biographical data

The organisational level shows a structure that is concentrated with operators and maintenance personnel (see figure 5.1 above). Operators make approximately 40 percent, and maintenance fitters, grouped under 'others' making 33 percent of the population. With a division of seven categories, the organisational structure cannot be spread evenly considering the core activities of the business; these are to produce Nitrogen and its products. This process requires plant operation and equipment availability through sound predictive and preventative maintenance. The mean value calculated from the sample is 5.49 and a standard deviation of 1.846.

5.3 RESULTS AND DISCUSSION OF THE OBJECTIVES

5.3.1 Results of the different dependent variables on organisational level

The objective is to test the null hypothesis (H_{O1}) that there is no significant difference between organisation level (Management, Administrative, Engineers and Technicians, operators, and others) with regard to the degree

of individual perception to job retention, organisational fit, career opportunities, job satisfaction, turnover intent, and embeddedness.

5.3.1.1 Analysis of variance of the individual perception to job retention

The sample size for the organisational level differed to a large extent; five categories were grouped together to give a realistic scenario. This new category named "Management team" (Level 7 to level 5A), comprises administrators, technicians, engineers, section managers, and managers. The new category makes approximately 26 percent of the total population, with operators still holding the majority number of employees at 40 percent and others make 34 percent of the population.

Three points to be noted regarding construct validity found in the results as generated by SPSS:

- Two factors were extracted. The two factors will be termed: Perception of the individual towards him/herself on job retention, and Perception of the individual towards the company on job retention.

- Communality range from moderate to high (0.411 to 0.936), as shown in Table 4.37 in the previous chapter. A variable that has no specific variance (or random variance) would have a communality of 1; a variable that shares none of its variance with any other variable would have a communality of 0.

- There is a very low correlation between the two components of perception of the individual to him/herself and perception of the individual towards the company on job retention (coefficient of 0.279). This implies that the two components might be measuring something else, which does not form part of this research.

5.3.1.2 Descriptive statistics of the two extracted factors of individual perception to job retention

Table 5.2 Perception of the individual towards himself on job retention

Organisational level	Mean	Std. Deviation	N
Others	3.133	0.674	24
Operators	2.793	0.834	29
Management team	3.063	0.964	19
Total	2.978	0.825	72

Table 5.2 shows that the response from employees grouped as "others" are clustered within 0.674 around the mean of 3.133, while the "operators" responses are clustered 0.834 around the mean of 2.793. The management team responses are clustered 0.964 around the mean of 3.063. The total mean is 2.978 with a standard deviation of 0.825 for a sample of 72 employees.

Table 5.3 Perception of the individual towards the company on job retention

Organisational level	Mean	Std. Deviation	N
Others	2.986	0.602	24
Operators	2.747	0.733	29
Management team	2.982	0.515	19
Total	2.889	0.640	72

Table 5.3 shows that the standard deviations of all grouped elements are smaller than their mean values. The total mean of the sample is 2.889 and a standard deviation of 0.640.

Table 5.4 Grand means for the two factors

Extracted factors	Mean	Std. Error	95% Confidence interval	
			Lower Bound	Upper Bound
Perception of the individual towards him/herself	2.997	0.098	2.800	3.193
Perception of the individual towards the company	2.905	0.076	2.753	3.058

The confidence interval was discussed in chapter 4, and table 5.4 shows that the grand sample means fall within the boundaries of the confidence intervals. This implies that the range of values we constructed will in practice give a population value that falls within these boundaries.

Table 5.5 Tests of between-subjects effects on perception of the individual towards himself to job retention

Tests of between-subjects effects					
Dependent variable: Perception of the individual towards him/herself to job retention					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected model	1.708[a]	2	0.854	1.263	0.289
Intercept	627.521	1	627.521	928.044	0.000
Organisational level	1.708	2	0.854	1.263	0.289
Error	46.656	69	0.676		
Total	686.800	72			
Corrected Total	48.364	71			
a. R Squared = .035 (Adjusted R Squared = .007)					

Table 5.5 shows the main ANOVA summary. The sum of squares for the dependent variable as shown in Table 5.5 was computed to be 1.708 with a mean difference of 2. This resulted with a mean square of 0.854 (1.708/2 = 0.854). The F-ratio is 1.263 with a significance of 0.289 greater than α = 0.05. According to Field (2005: 150), for a good model F-ratio should be greater than 1.

Table 5.6 Tests of between-subjects effects on perception of the individual towards the company to job retention

Dependent variable: Perception of the individual towards the company					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected model	0.976[a]	2	0.488	1.197	0.308
Intercept	589.864	1	589.864	1446.613	0.000
Organisational level	0.976	2	0.488	1.197	0.308
Error	28.135	69	0.408		
Total	630.000	72			
Corrected Total	29.111	71			
a. R Squared = .034 (Adjusted R Squared = .006)					

The sum of squares for the dependent variable as shown in Table 5.6 was computed to be 0.976 with a mean difference of 2. This resulted with a mean square of 0.488. The F-ratio is 1.197 with a significance of 0.308, which is greater than α = 0.05. This is a good model (F>1), but the variances are significantly different (sig. >0.05). The hypothesis is to test if there is no significant difference between the variance.

An employee's personal values, career goals, and plans for the future must fit with the larger corporate culture and the demands of the job (job knowledge, skills, and abilities), as pointed out by Holtom et al. (2001: 1104). When posed with the statement: I know the job that I'm doing very well, 55.6 percent of the

employees agreed, while 40.3 percent strongly agreed with the statement. The other statement that might be in agreement with what Holtom et al. are saying above is: I know what is expected of me in my job and that assists me with my career development. Every task or job requires a certain level of knowledge and skill to be able to complete it. Altogether 3.9 percent of the employees agreed on knowing what is expected of them in their job, while 12.5 percent noted strongly agreeing to the statement.

5.3.1.3 Analysis of variance of the organisational fit

Table 5.7 Statistical analysis of the organisational level to organisational fit

Organisational level	Mean	Std. Deviation	N
Others	3.865	0.423	24
Operators	3.457	0.744	29
Management team	3.763	0.556	19
Total	3.674	0.623	72

The mean value obtained for 'others' is 3.865 with a standard deviation of 0.423 for 33 percent of the total sample population. Operators have a mean value of 3.457 at a standard deviation of 0.744 for a 40 percent population. The management team obtained 3.763 mean and a standard deviation of 0.556 for a 27-percentage population. The total mean for organisational fit is 3.674 at a standard deviation of 0.623.

Table 5.8 Tests of between-subjects effects on organisational fit

Tests of between-subjects effects					
Dependent variable: Organisational fit					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected model	2.390[a]	2	1.195	3.273	0.044
Intercept	954.094	1	954.094	2613.414	0.000
Organisational level	2.390	2	1.195	3.273	0.044
Error	25.190	69	0.365		
Total	999.250	72			
Corrected Total	27.580	71			
a. R Squared = .087 (Adjusted R Squared = .060)					

The sum of squares is 2.390 at R^2 of 0.087. The mean square obtained is 1.195. The F-test shows that the model is a good model with a ratio greater than 1, say F-ratio equal to 3.273 with significance of 0.044 lower than α = 0.05. This implies that there is less than 0.5 percent that this F-ratio would happen by chance. Therefore, we can conclude that our regression model results in significantly better predictions.

The grand mean obtained for the dependent variable of organisational fit is 3.695 as shown on table 5.9. Its standard error is 0.07 for a 95 percent confidence interval.

Table 5.9 Grand mean for organisational fit of the organisational level

Grand mean			
Dependent variable: Organisational fit			
		95% Confidence Interval	
Mean	Std. Error	Lower Bound	Upper Bound
3.695	0.072	3.551	3.839

5.3.1.4 Analysis of variance of career opportunity

Table 5.10 Statistical analysis of the organisational level to career opportunity

Descriptive Statistics			
Dependent variable: Career opportunities			
Organisational level	Mean	Std. Deviation	N
Others	2.944	0.733	24
Operators	2.908	0.950	29
Management team	3.070	0.933	19
Total	2.963	0.869	72

Statistical means for the different levels of the organisation for the dependent variable of career opportunity range from 2.908 to 3.070 with standard deviations ranging from 0.733 to 0.933.

Table 5.11 Tests of between-subjects effects on career opportunity

Dependent variable: career opportunities					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected model	0.314[a]	2	0.157	0.203	0.817
Intercept	618.212	1	618.212	799.338	0.000
Organisational level	0.314	2	0.157	0.203	0.817
Error	53.365	69	0.773		
Total	685.778	72			
Corrected Total	53.679	71			
a. R Squared = .006 (Adjusted R Squared = -.023)					

The sum of squares is 0.314 at R^2 of 0.006. The mean square obtained is 0.157. The F-test is 0.203, which is lower than 1, and a significance of 0.817 greater than $\alpha = 0.05$. The regression model accounts for only 0.6 percent of the variance in the dependent variable from the sample; the adjusted value ($R^2 = -0.023$) tells how much variance the dependent variable would be accounted for if the model had been derived from the population from which the sample was taken.

Table 5.12 Grand mean for career opportunity of the organisational level

Grand mean			
Dependent variable: career opportunities			
Mean	Std. Error	95% Confidence Interval	
		Lower Bound	Upper Bound
2.974	0.105	2.764	3.184

The grand mean obtained for the dependent variable of career opportunity is 2.974 as shown in table 5.12; its standard error is 0.105 for a 95 percent confidence interval.

5.3.1.5 Analysis of variance of job satisfaction

Table 5.13 Statistical analysis of the organisational level to job satisfaction

Descriptive Statistics			
Dependent variable: job satisfaction			
Organisational level	Mean	Std. Deviation	N
Others	2.594	0.718	24
Operators	2.595	0.659	29
Management team	2.974	0.583	19
Total	2.694	0.673	72

Statistical means for the different levels of the organisation for the dependent variable of job satisfaction range from 2.594 to 2.974 with standard deviations ranging from 0.583 to 0.718. The total mean is 2.694 and a standard deviation of 0.673 for the total sample.

Table 5.14 Tests between-subjects effects on job satisfaction

Tests of between-subjects effects					
Dependent variable: job satisfaction					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected model	2.013[a]	2	1.006	2.304	0.108
Intercept	517.332	1	517.332	1184.331	0.000
Organisational level	2.013	2	1.006	2.304	0.108
Error	30.140	69	0.437		
Total	554.875	72			
Corrected Total	32.153	71			
a. R Squared = .063 (Adjusted R Squared = .035)					

The sum of squares is 2.013 at R^2 of 0.063. The mean square obtained is 1.006. The F-test is 2.304, which is higher, and a significance of 0.108 greater than $\alpha = 0.05$. The regression model accounts for 6.3 percent of the variance in the dependent variable from the sample; the adjusted value (adjusted R^2 = 0.035) tells how much variance the dependent variable would be accounted for if the model had been derived from the population from which the sample was taken.

Table 5.15 Grand mean for job satisfaction of the organisational level

Grand mean			
Dependent variable: job satisfaction			
Mean	Std. Error	95% Confidence Interval	
		Lower Bound	Upper Bound
2.721	0.079	2.563	2.878

The grand mean obtained for the dependent variable of job satisfaction is 2.721 as shown in table 5.15. Its standard error is 0.079 for a 95 percent confidence interval.

5.3.1.6 Analysis of variance of turnover intent

Table 5.16 Statistical analysis of the organisational level to turnover intent

Descriptive Statistics			
Dependent variable: turnover intent			
Organisational level	Mean	Std. Dev.	N
Others	2.917	0.816	24
Operators	3.448	0.919	29
Management team	3.105	1.125	19
Total	3.181	0.962	72

Statistical means for the different levels of the organisation for the dependent variable of turnover intent range from 2.917 to 3.448, with standard deviations ranging from 0.817 to 1.125. The total mean is 3.181 and a standard deviation of 0.962 for the total sample.

Table 5.17 Tests of between-subjects effects on turnover intent

Tests of between-subjects effects					
Dependent variable: turnover					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected model	3.858[a]	2	1.929	2.154	0.124
Intercept	696.413	1	696.413	777.609	0.000
Organisational level	3.858	2	1.929	2.154	0.124
Error	61.795	69	0.896		
Total	794.000	72			
Corrected Total	65.653	71			
a. R Squared = .059 (Adjusted R Squared = .031)					

The sum of squares is 3.858 at R^2 of 0.059. The mean square obtained is 1.929. The F-test is 2.154, which is higher than 1, and a significance of 0.124 greater than α = 0.05. The regression model accounts for 5.9 percent of the variance in the dependent variable from our sample; the adjusted value (adjusted R^2 = 3.1) tells how much variance the dependent variable would be accounted for if the model had been derived from the population from which the sample was taken.

Table 5.18 Grand mean for turnover intent of the organisational level

Grand mean			
Dependent variable: turnover intent			
Mean	Std. Error	95% Confidence Interval	
		Lower Bound	Upper Bound
3.157	0.113	2.931	3.383

The grand mean obtained for the dependent variable of turnover intent is 3.157 as shown on table 5.18. Its standard error is 0.113 for a 95 percent confidence interval.

5.3.1.7 Analysis of variance of embeddedness

Table 5.19 Statistical analysis of the organisational level to embeddedness

Descriptive Statistics			
Dependent variable: embeddedness			
Organisational level	Mean	Std. Deviation	N
Others	2.950	0.515	24
Operators	2.945	0.785	29
Management team	2.874	0.4821	19
Total	2.928	0.624	72

Table 5.19 shows statistical analysis of the different levels of the organisation to embeddedness. The mean obtained for others is 2.950 at a standard deviation of 0.515. Operators obtained a mean of 2.945 at a standard deviation of 0.785, and the management team obtained a mean of 2.928 at a standard deviation of 0.4821. The total mean is 2.928 and a standard deviation of 0.624 for the total sample.

Table 5.20 Tests of between-subjects effects on embeddedness

Tests of between-subjects effects					
Dependent variable: embeddedness					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected model	0.076[a]	2	0.038	.095	0.909
Intercept	597.035	1	597.035	1495.375	0.000
Organisational level	0.076	2	0.038	0.095	0.909
Error	27.549	69	0.399		
Total	644.800	72			
Corrected Total	27.624	71			
a. R Squared = .003 (Adjusted R Squared = -.026)					

The sum of squares is 0.076 at R^2 of 0.003. The mean square obtained is 0.038. The F-test is 0.095, which is lower than 1, and a significance of 0.909 greater than $\alpha = 0.05$. The regression model accounts for 0.3 percent of the variance in the dependent variable from our sample; the adjusted value (adjusted $R^2 = -0.26$) tells how much variance the dependent variable would be accounted for if the model had been derived from the population from which the sample was taken.

Table 5.21 Grand mean for embeddedness of the organisational level

Grand mean			
Dependent variable: embeddedness			
Mean	Std. Error	95% Confidence Interval	
		Lower Bound	Upper Bound
2.923	0.076	2.772	3.074

The grand mean obtained for the dependent variable of embeddeness is 2.923 as shown in table 5.21. Its standard error is 0.076 for a 95 percent confidence interval.

5.3.1.8 Discussion of the results of the null hypothesis on organisation level (H_{O1})

- The null hypothesis that there is no significant difference between organisation level (Management team, operators, and others) with regard to the degree of individual perception to job retention is rejected as the test statistics for both factors showed that there is practical significance.

- The null hypothesis that there is no significant difference between organisation level (Management team, operators, and others) with regard to degree of organisational fit is not rejected as significance is lower than $\alpha = 0.05$.

- The null hypothesis that there is no significant difference between organisation level (Management team, operators, and others) with regard to degree of career opportunity is rejected, as significance is high.

- The null hypothesis that there is no significant difference between organisation level (Management team, operators, and others) with regard to degree of job satisfaction is rejected, as significance is high.

- The null hypothesis that there is no significant difference between organisation level (Management team, operators, and others) with regard to degree of turnover intent is rejected, due to the fact that there is high significance difference.

- The null hypothesis that there is no significant difference between organisation level (Management team, operators, and others) with regard to degree of embeddedness is rejected, due to the fact that there is high significance difference.

5.3.2 Results of the different dependent variables on employee age

The objective is to test the null hypothesis (H_{O2}) that there is no significant difference between different age groups in terms of the degree of individual perception to job retention, organisational fit, career opportunities, job satisfaction, turnover intent, and embeddedness.

5.3.2.1 Analysis of variance of the employee age to individual perception

Age groups were regrouped due to size difference being too large; the older the group, the smaller the sample sizes in those groupings. Age groups 20 - 35 and 36 - 45 were left unchanged, while the rest were combined to form a third group of ages 46 and above.

Table 5.22 Perception of the individual towards himself on job retention

Perception of the individual towards him/herself on job retention								
					95% Confidence Interval for mean		Minimum	
Age groups	N	Mean	Std. Deviation	Std. Error	Lower Bound	Upper Bound		Maximum
20 - 35 years	28	3.193	0.828	0.156	2.872	3.514	1.00	4.60
36 - 45	26	2.961	0.759	0.149	2.655	3.268	1.40	4.40
46 and above	18	2.667	0.854	0.201	2.242	3.091	1.40	3.80
Total	72	2.978	0.825	0.097	2.784	3.172	1.00	4.60

Table 5.22 shows a total mean of 2.978 for the dependent variable individual perception to job retention towards himself at a standard deviation of 0.825 with a standard error of 0.097 for a 95% confidence interval.

Table 5.23 Test of homogeneity of variance

Perception of the individual towards himself			
Levene Statistic	df1	df2	Sig.
0.882	2	69	0.419

The Levene's test is significant if $p < 0.05$. Thus we cannot say the variances are significantly different at a sig. = 0.419.

Table 5.24 Analysis of variance (ANOVA)

ANOVA					
Perception of the individual towards himself					
	Sum of Squares	df	Mean Square	F	Sig.
Between groups	3.044	2	1.522	2.318	0.106
Within groups	45.320	69	0.657		
Total	48.364	71			

Table 5.24 shows that there is a probability of 0.106 that the F-ratio of 2.318 could have happened by chance (only 10.6% chance). The sum of squares obtained between groups is 3.044 and a mean square of 1.522. Sum of squares for the row labelled within groups is 45.320 and a mean square of 0.657.

Table 5.25 Perception of the individual towards the company on job retention

Descriptive								
Perception of the individual towards the company								
					95% Confidence interval for mean		Minimum	
Age groups	N	Mean	Std. Deviation	Std. Error	Lower Bound	Upper Bound		Maximum
20 - 35 years	28	3.0476	0.652	0.123	2.7946	3.300	1.00	4.00
36 - 45	26	2.6667	0.490	0.096	2.4688	2.864	1.67	3.33
46 an above	18	2.9630	0.749	0.176	2.5906	3.335	1.00	4.33
Total	72	2.8889	0.640	0.075	2.7384	3.039	1.00	4.33

Table 5.26 Test of homogeneity of variance

Test of homogeneity of variances			
Perception of the individual towards the company			
Levene Statistic	df1	df2	Sig.
0.724	2	69	0.489

Table 5.26 shows that the Levene's test is not significant (i.e. the value of Sig. is larger than 0.05).

Table 5.27 Analysis of variance (ANOVA)

ANOVA					
Perception of the individual towards the company					
	Sum of Squares	df	Mean Square	F	Sig.
Between groups	2.088	2	1.044	2.666	0.077
Within groups	27.023	69	0.392		
Total	29.111	71			

Table 5.27 shows F-ratio of 2.666 at a level of significance (sig. = 0.077).

5.3.2.2 Descriptive statistics of the organisational fit to employee age

Table 5.28 Descriptive analysis of organisational fit to age

Descriptives								
Organisational fit								
Age groups	N	Mean	Std. Deviation	Std. Error	95% Confidence interval for mean		Minimum	Maximum
					Lower Bound	Upper Bound		
20 - 35 years	28	3.679	0.742	0.140	3.390	3.966	1.00	5.00
36 - 45	26	3.730	0.565	0.110	3.502	3.959	2.50	4.50
46 and above	18	3.583	0.514	0.121	3.327	3.839	2.50	4.25
Total	72	3.674	0.623	0.073	3.527	3.820	1.00	5.00

The mean value for age group 20 - 35 years is 3.679 at a standard deviation of 0.742 with a standard error of 0.140. The total mean for the sample is 3.674 with a standard deviation of 0.623 with a standard error of 0.073.

Table 5.29 Test of homogeneity of variance

Test of homogeneity of variances			
Organisational fit			
Levene Statistic	df1	df2	Sig.
0.385	2	69	0.682

The Levene's test is not significant (i.e. the value sig. is greater than 0.05).

Table 5.30 Analysis of variance (ANOVA)

ANOVA					
Organisational fit					
	Sum of Squares	df	Mean Square	F	Sig.
Between groups	0.232	2	0.116	0.293	0.747
Within groups	27.348	69	0.396		
Total	27.580	71			

5.3.2.3 Descriptive statistics of the career opportunity to employee age

Table 5.31 Descriptive analysis of career opportunity to age

Descriptives								
Career opportunities								
Age groups	N	Mean	Std. Deviation	Std. Error	95% Confidence interval for mean		Minimum	Maximum
					Lower Bound	Upper Bound		
20 - 35 years	28	3.202	0.983	0.186	2.8213	3.5834	1.00	5.00
36 - 45	26	2.859	0.839	0.164	2.5201	3.1978	1.00	4.00
46 and above	18	2.740	0.652	0.154	2.4163	3.0651	1.67	3.67
Total	72	2.963	0.869	0.102	2.7586	3.1673	1.00	5.00

The total mean of the table above is 2.963 with a standard deviation of 0.869 and a standard error of 0.102.

Table 5.32 Test of homogeneity of variance

Test of homogeneity of variances			
Career opportunities			
Levene Statistic	df1	df2	Sig.
2.262	2	69	0.112

Table 5.33 Analysis of variance (ANOVA)

ANOVA					
Career opportunities					
	Sum of Squares	df	Mean Square	F	Sig.
Between groups	2.775	2	1.388	1.881	0.160
Within groups	50.904	69	0.738		
Total	53.679	71			

Levene's test in Table 5.32 and the ANOVA test in table 5.33 show that both tests are not significant (sig greater than 0.05).

5.3.2.4 Descriptive statistics of job satisfaction related to employee age

Table 5.34 Descriptive analysis of job satisfaction to age

Descriptives								
Job satisfaction								
Age groups	N	Mean	Std. Deviation	Std. Error	95% Confidence interval for mean		Minimum	Maximum
					Lower Bound	Upper Bound		
20 - 35 years	28	2.696	0.657	0.124	2.441	2.951	1.00	3.75
36 - 45	26	2.654	0.762	0.149	2.346	2.961	1.50	4.00
46 and above	18	2.750	0.588	0.138	2.458	3.042	2.00	4.00
Total	72	2.694	0.673	0.079	2.536	2.8526	1.00	4.00

Table 5.34 shows that the total mean for the sample is 2.694 at a standard deviation of 0.673 and a standard error of 0.070.

Table 5.35 Test of homogeneity of variance

Test of homogeneity of variances			
Job satisfaction			
Levene Statistic	df1	df2	Sig.
1.079	2	69	0.346

Table 5.36 Analysis of variance (ANOVA)

ANOVA					
Job satisfaction					
	Sum of Squares	df	Mean Square	F	Sig.
Between groups	2.775	2	1.388	1.881	0.160
Within groups	50.904	69	0.738		
Total	53.679	71			

Levene's test in Table 5.35 and ANOVA of Table 5.36 show significance values higher than 0.05.

5.3.2.5 Descriptive statistics of the turnover intent related to employee age

Table 5.37 Descriptive analysis of turnover intent to age

Descriptives								
Turnover intent								
Age groups	N	Mean	Std. Deviation	Std. Error	95% Confidence interval for mean		Minimum	Maximum
					Lower Bound	Upper Bound		
20 - 35 years	28	3.054	1.066	0.201	2.640	3.467	1.00	5.00
36 - 45	26	3.346	0.745	0.146	3.045	3.647	2.00	5.00
46 and above	18	3.139	1.082	0.255	2.601	3.677	1.50	5.00
Total	72	3.181	0.962	0.113	2.955	3.406	1.00	5.00

Table 5.37 shows that the total mean for the sample is 3.181 at a standard deviation of 0.962 and a standard error of 0.113.

Table 5.38 Test of homogeneity of variance

Turnover intent			
Levene Statistic	df1	df2	Sig.
2.499	2	69	0.090

Table 5.39 Analysis of variance (ANOVA)

ANOVA					
Turnover intent					
	Sum of Squares	df	Mean Square	F	Sig.
Between groups	1.196	2	0.598	0.640	0.530
Within groups	64.457	69	0.934		
Total	65.653	71			

Levene's test in Table 5.38 and ANOVA of Table 5.39 show significance values higher than 0.05.

5.3.2.6 Descriptive statistics of embeddedness related to employee age

Table 5.40 Descriptive analysis of embeddedness to employee age

Descriptives								
Embeddedness								
Age groups	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
20 - 35 years	28	2.843	0.579	0.109	2.618	3.068	1.00	3.60
36 - 45	26	3.046	0.658	0.129	2.780	3.312	1.40	4.00
46 and above	18	2.889	0.648	0.153	2.567	3.211	1.40	4.00
Total	72	2.928	0.624	0.073	2.781	3.074	1.00	4.00

Table 5.40 shows that the total mean for the sample is 2.928 at a standard deviation of 0.624 and a standard error of 0.073.

Table 5.41 Test of homogeneity of variance

Test of homogeneity of variances			
Embeddedness			
Levene Statistic	df1	df2	Sig.
0.366	2	69	0.695

Table 5.42 Analysis of variance (ANOVA)

ANOVA					
Embeddedness					
	Sum of Squares	df	Mean Square	F	Sig.
Between groups	0.593	2	0.297	0.757	0.473
Within groups	27.031	69	0.392		
Total	27.624	71			

Levene's test in Table 5.41 and ANOVA of Table 5.42 show significance values higher than 0.05.

5.3.2.7 Discussion of the results of the null hypothesis on employee age (H_{O2})

- The null hypothesis that there is no significant difference between employee age with regard to degree of individual perception to job retention is rejected as the test statistics for both factors showed that there is practical significance.
- The null hypothesis that there is no significant difference between employee age groups with regard to degree of organisational fit is rejected as significance is greater than $\alpha = 0.05$.
- The null hypothesis that there is no significant difference between employee ages with regard to degree of career opportunity is rejected.

- The null hypothesis that there is no significant difference between employee age groups with regard to degree of job satisfaction is rejected.
- The null hypothesis that there is no significant difference between employee age groups with regard to degree of turnover intent is rejected.
- The null hypothesis that there is no significant difference between employee age groups with regard to degree of embeddedness is rejected.

5.3.3 Results of the different dependent variables on employee gender

The objective is to test the null hypothesis that there is no significant difference between different genders in terms of the degree of individual perception to job retention, organisational fit, career opportunities, job satisfaction, turnover intent, and embeddedness.

5.3.3.1 Descriptive statistics of both males and females

Table 5.43 Descriptive analysis of sample employee genders

Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Perception of the individual towards him/herself	Males	62	2.939	0.809	0.103
	Females	10	3.220	0.926	0.293
Perception of the individual towards the company	Males	62	2.871	0.643	0.082
	Females	10	3.000	0.648	0.205
Organisational fit	Males	62	3.657	0.606	0.077
	Females	10	3.775	0.749	0.237
Career opportunities	Males	62	2.925	0.852	0.108
	Females	10	3.200	0.984	0.311
Job satisfaction	Males	62	2.673	0.641	0.081
	Females	10	2.825	0.874	0.276
Turnover intent	Males	62	3.177	0.954	0.121
	Females	10	3.200	1.059	0.335
Embeddedness	Males	62	2.952	0.631	0.080
	Females	10	2.780	0.585	0.185

Table 5.43 shows group statistics of the dependent variable of employee gender with their mean values ranging from 2.673 to 3.775, their standard deviations range from 0.585 to 1.059 for the different standard errors ranging from 0.080 to 0.335.

Table 5.44 Independent sample test of employee genders

		Levene's Test for Equality of Variances		t-test for Equality of Means						
Employee gender		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Perception of the individual towards himself	Equal variances assumed	0.293	0.590	-1.000	70	0.321	-0.281	0.281	-0.842	0.280
	Equal variances not assumed			-0.906	11.330	0.384	-0.281	0.310	-0.969	0.399
Perception of the individual towards the company	Equal variances assumed	0.141	0.708	-0.589	70	0.558	-0.129	0.219	-0.566	0.308
	Equal variances not assumed			-0.585	12.038	0.569	-0.129	0.220	-0.609	0.351
Organisational fit	Equal variances assumed	0.807	0.372	-0.552	70	0.583	-0.118	0.213	-0.543	0.308
	Equal variances not assumed			-0.472	10.980	0.646	-0.118	0.249	-0.666	0.431

Career opportunities	Equal variances assumed	0.188	0.666	-0.928	70	0.357	-0.275	0.297	-0.867	0.316
	Equal variances not assumed			-0.836	11.287	0.421	-0.275	0.329	-0.998	0.447
Job satisfaction	Equal variances assumed	2.445	0.122	-0.658	70	0.512	-0.152	0.230	-0.611	0.308
	Equal variances not assumed			-0.526	10.617	0.610	-0.152	0.288	-0.788	0.486
Turnover intent	Equal variances assumed	0.176	0.676	-0.068	70	0.946	-0.022	0.330	-0.681	0.636
	Equal variances not assumed			-0.063	11.481	0.951	-0.022	0.356	-0.803	0.757
Embeddedness	Equal variances assumed	0.086	0.771	0.805	70	0.423	0.172	0.213	-0.253	0.597
	Equal variances not assumed			0.852	12.635	0.410	0.172	0.201	-0.265	0.608

Table 5.44 shows Levene's test for equality of variance and the t-test for the equality of means. For the Levene's test, we observe different F-ratios less than 1 except for job satisfaction with an F-ratio of 2.445. All significance coefficients are greater than 0.05. Most of the t-test coefficients are negative, while the embeddedness variable has positive coefficients for both equal variance assumed and equal variance not assumed. The 2-tail significance coefficients are all greater than 0,05 level of significance.

The null hypothesis (H_{O3}) that states that there is no significant difference between employee gender in terms of the degree of individual perception to job retention, organisational fit, career opportunities, job satisfaction, turnover intent, and embeddedness is rejected.

5.3.4 Results of the different dependent variables on level of education

The objective is to test the null hypothesis (H_{O4}) that there is no significant difference between level of education in terms of the degree of individual perception to job retention, organisational fit, career opportunities, job satisfaction, turnover intent, and embeddedness.

5.3.4.1 Descriptive statistics of level of education

Table 5.45 Analysis of variance of level of education (ANOVA)

		Sum of Squares	df	Mean Square	F	Sig.
Perception of the individual towards himself	Between groups	0.982	4	0.246	0.350	0.843
	Within groups	45.603	65	0.702		
	Total	46.586	69			
Perception of the individual towards the company	Between groups	0.826	4	0.207	0.489	0.744
	Within groups	27.474	65	0.423		
	Total	28.300	69			
Organisational fit	Between groups	1.579	4	0.395	1.034	0.396
	Within groups	24.813	65	0.382		
	Total	26.393	69			
Career opportunities	Between groups	6.976	4	1.744	2.484	0.052
	Within groups	45.633	65	0.702		
	Total	52.610	69			
Job satisfaction	Between groups	2.938	4	0.734	1.639	0.175
	Within groups	29.117	65	0.448		
	Total	32.054	69			
Turnover intent	Between groups	8.488	4	2.122	2.472	0.053
	Within groups	55.784	65	0.858		
	Total	64.271	69			
Embeddedness	Between groups	1.422	4	0.356	0.928	0.453
	Within groups	24.892	65	0.383		
	Total	26.314	69			

The above table shows significant different variances higher than 0.05. Three of the F-ratios are below 1. These are employee perception and embeddedness. But all variables are significantly different.

Table 5.46 Descriptive statistics for the dependent variable education level

Education		N	Mean	Std. Deviation
Some high school or less	Perception of the individual towards himself	14	2.943	0.639
	Perception of the individual towards the company	14	2.786	0.902
	Organisational fit	14	3.696	0.530
	Career opportunities	14	2.929	0.643
	Job satisfaction	14	2.661	0.593
	Turnover intent	14	2.750	0.753
	Embeddedness	14	3.200	0.752
	Valid N (listwise)	14		
Completed high school	Perception of the individual towards himself	31	2.897	0.801
	Perception of the individual towards the company	31	2.860	0.569
	Organisational fit	31	3.556	0.657
	Career opportunities	31	2.871	0.938
	Job satisfaction	31	2.597	0.697
	Turnover intent	31	3.371	0.795
	Embeddedness	31	2.923	0.625
	Valid N (listwise)	31		
Diploma	Perception of the individual towards himself	16	3.087	0.941
	Perception of the individual towards the company	16	2.958	0.500
	Organisational fit	16	3.703	0.690
	Career opportunities	16	2.896	0.841
	Job satisfaction	16	2.781	0.735
	Turnover intent	16	3.312	1.047
	Embeddedness	16	2.787	0.476

	Valid N (listwise)	16		
Degree	Perception of the individual towards himself	4	3.350	1.147
	Perception of the individual towards the company	4	3.250	0.569
	Organisational fit	4	4.000	0.408
	Career opportunities	4	4.250	0.500
	Job satisfaction	4	3.437	0.239
	Turnover intent	4	2.125	1.652
	Embeddedness	4	2.800	0.432
	Valid N (listwise)	4		
Other	Perception of the individual towards himself	5	3.040	0.974
	Perception of the individual towards the company	5	3.000	0.782
	Organisational fit	5	4.050	0.370
	Career opportunities	5	2.933	0.796
	Job satisfaction	5	2.450	0.647
	Turnover intent	5	3.300	1.095
	Embeddedness	5	3.000	0.678
	Valid N (listwise)	5		

The null hypothesis (H_{O4}) that states that there is no significant difference between employee level of education in terms of the degree of individual perception to job retention, organisational fit, career opportunities, job satisfaction, turnover intent, and embeddedness is rejected.

5.3.5 Results of the different dependent variables on level of education

The objective is to test the null hypothesis (H_{O5}) that there is no significant difference between job level in terms of the degree of individual perception to

job retention, organisational fit, career opportunities, job satisfaction, turnover intent, and embeddedness.

Table 5.47 Descriptive statistics (individual's perception towards himself)

Descriptive Statistics			
Dependent variable: individual's perception towards himself			
Job level	Mean	Std. Deviation	N
Level 8	2.935	0.707	31
Level 7	2.875	1.008	8
Level 6	3.680	0.642	5
Level 5	3.428	1.055	7
Others	2.762	0.804	21
Total	2.978	0.825	72

Table 5.48 Test of between-subjects effects

Tests of between-subjects effects					
Dependent variable: individual's perception towards himself					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected model	5.007[a]	4	1.252	1.934	0.115
Intercept	448.927	1	448.927	693.718	0.000
Job level	5.007	4	1.252	1.934	0.115
Error	43.358	67	.647		
Total	686.800	72			
Corrected Total	48.364	71			
a. R Squared = .104 (Adjusted R Squared = .050)					

Table 5.49 Estimated marginal means

Grand mean			
Dependent variable: individual's perception towards himself			
Mean	Std. Error	95% Confidence Interval	
		Lower Bound	Upper Bound
3.136	0.119	2.899	3.374

The grand mean as depicted in table 5.49 is 3.136 with an error of 0.119 for a 95% confidence interval. Table 5.48 shows that the test of between-subject effects has a sum of squares value of 5.007. The sample mean square is 1.252. The F-ratio is 1.934 with a significant coefficient of 0.115 (>0.05).

5.3.5.1 Descriptive statistics of job level on individual's perception towards the company on job retention

Table 5.50 Descriptive statistics (individual's perception towards the company)

Descriptive Statistics			
Dependent variable: individual's perception towards the company			
Job level	Mean	Std. Deviation	N
Level 8	2.914	0.571	31
Level 7	2.917	0.584	8
Level 6	2.867	0.558	5
Level 5	3.143	0.466	7
Others	2.762	0.824	21
Total	2.889	0.640	72

Table 5.51 Test of between-subjects effects

Tests of between-subjects effects					
Dependent variable: individual perception towards the company					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected model	0.818[a]	4	0.205	0.484	0.747
Intercept	389.277	1	389.277	921.844	0.000
Job level	0.818	4	0.205	0.484	0.747
Error	28.293	67	0.422		
Total	630.000	72			
Corrected Total	29.111	71			
a. R Squared = .028 (Adjusted R Squared = -.030)					

Table 5.52 Estimated marginal means

Grand mean			
Dependent variable: individual perception towards the company			
		95% Confidence Interval	
Mean	Std. Error	Lower Bound	Upper Bound
2.920	0.096	2.728	3.112

The grand mean as depicted in table 5.52 is 2.920 with an error of 0.096 for a 95% confidence interval. Table 5.51 shows that the test between-subject effects has a sum of squares value of 0.818 and the sample mean square is 0.205. The F-ratio is 0.484 less than 1 with a significant coefficient of 0.747 ($p > 0.05$).

5.3.5.2 Descriptive statistics of job level on organisational fit

Table 5.53 Descriptive statistics for the dependent variable: organisational fit

Descriptive Statistics			
Dependent variable: organisational fit			
Job level	Mean	Std. Deviation	N
Level 8	3.709	0.500	31
Level 7	3.656	0.865	8
Level 6	3.800	0.326	5
Level 5	4.000	0.382	7
Other	3.488	0.772	21
Total	3.674	0.623	72

Table 5.54 Test of between-subjects effects

Tests of between-subjects effects					
Dependent variable: organisational fit					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected model	1.591[a]	4	0.398	1.025	0.401
Intercept	635.295	1	635.295	1637.810	0.000
Job level	1.591	4	0.398	1.025	0.401
Error	25.989	67	0.388		
Total	999.250	72			
Corrected Total	27.580	71			
a. R Squared = .058 (Adjusted R Squared = .001)					

Table 5.55 Estimated marginal means

Grand mean			
Dependent variable: organisational fit			
Mean	Std. Error	95% Confidence Interval	
		Lower Bound	Upper Bound
3.731	0.092	3.547	3.915

The grand mean as depicted in table 5.55 is 3.731 with an error of 0.092 for a 95% confidence interval. Table 5.54 shows that the test between-subject effects has a sum of squares value of 1.591. The sample mean square is 0.388. The F-ratio is 1.025 (greater than 1), with a significant coefficient of 0.0.401 (>0.05).

5.3.5.3 Descriptive statistics of job level on career opportunity

Table 5.56 Descriptive statistics for the dependent variable: career opportunity

Descriptive Statistics			
Dependent variable: Career opportuniy			
Job level	Mean	Std. Deviation	N
Level 8	2.8280	0.825	31
Level 7	2.7500	0.661	8
Level 6	2.8667	0.803	5
Level 5	3.8095	0.663	7
Other	2.9841	0.975	21
Total	2.9630	0.869	72

Table 5.57 Test of between-subjects effects

Tests of between-subjects effects					
Dependent variable: career opportunity					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected model	6.000[a]	4	1.500	2.108	0.089
Intercept	423.937	1	423.937	595.733	0.000
Job level	6.000	4	1.500	2.108	0.089
Error	47.679	67	0.712		
Total	685.778	72			
Corrected Total	53.679	71			
a. R Squared = .058 (Adjusted R Squared = .001)					

Table 5.58 Estimated marginal means

Grand mean			
Dependent variable: organisational fit			
Mean	Std. Error	95% Confidence Interval	
		Lower Bound	Upper Bound
3.048	0.125	2.798	3.297

The grand mean as depicted in table 5.58 is 3.048 with an error of 0.125 for a 95% confidence interval. Table 5.57 shows that the test between-subject effects has a sum of squares value of 6.000. The sample mean square is 1.500. The F-ratio is 2.108 (greater than 1), with a significant coefficient of 0.089 (>0.05).

5.3.5.4 Descriptive statistics of job level on job satisfaction

Table 5.59 Descriptive statistics for the dependent variable: job satisfaction

Descriptive Statistics			
Dependent variable: job satisfaction			
Job level	Mean	Std. Deviation	N
Level 8	2.653	0.688	31
Level 7	2.656	0.533	8
Level 6	2.950	0.411	5
Level 5	3.428	0.494	7
Other	2.464	0.653	21
Total	2.694	0.673	72

Table 5.60 Test of between subjects effects

Tests of between-subjects effects					
Dependent variable: job satisfaction					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected model	5.276[a]	4	1.319	3.288	0.016
Intercept	365.667	1	365.667	911.554	0.000
Job level	5.276	4	1.319	3.288	0.016
Error	26.877	67	0.401		
Total	554.875	72			
Corrected Total	32.153	71			
a. R Squared = .164 (Adjusted R Squared = .114)					

Table 5.61 Estimated marginal means

Grand mean			
Dependent variable: job satisfaction			
Mean	Std. Error	95% Confidence Interval	
		Lower Bound	Upper Bound
2.830	0.094	2.643	3.018

The grand mean as depicted in table 5.61 is 2.830 with an error of 0.094 for a 95% confidence interval. Table 5.60 shows that the test between-subject effects has a sum of squares value of 5.276 and the sample mean square is 1.319. The F-ratio is 3.288 (greater than 1), with a significant coefficient of 0.016 (<0.05).

5.3.5.5 Descriptive statistics of job level on turnover intent

Table 5.62 Descriptive statistics for the dependent variable: turnover intent

Descriptive Statistics			
Dependent variable: turnover intent			
Job level	Mean	Std. Deviation	N
Level 8	3.3710	0.856	31
Level 7	3.0625	0.980	8
Level 6	3.2000	0.908	5
Level 5	2.3571	1.215	7
Other	3.2143	0.969	21
Total	3.1806	0.962	72

Table 5.63 Test of between subjects effects

Tests of between-subjects effects					
Dependent variable: turnover intent					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected model	6.007[a]	4	1.502	1.687	0.163
Intercept	422.082	1	422.082	474.127	0.000
Job level	6.007	4	1.502	1.687	0.163
Error	59.645	67	0.890		
Total	794.000	72			
Corrected Total	65.653	71			
a. R Squared = .092 (Adjusted R Squared = .037)					

Table 5.64 Estimated marginal means

Grand mean			
Dependent variable: turnover intent			
Mean	Std. Error	95% Confidence Interval	
		Lower Bound	Upper Bound
3.041	0.140	2.762	3.320

The grand mean as depicted in table 5.64 is 3.041 with an error of 0.140 for a 95% confidence interval. Table 5.63 shows that the test between-subject effects has a sum of squares value of 6.007. The sample mean square is 1.502. The F-ratio is 1.687 (greater than 1), with a significant coefficient of 0.163 (>0.05).

5.3.5.6 Descriptive statistics of job level on embeddedness

Table 5.65 Descriptive statistics for the dependent variable: embeddedness

Descriptive Statistics			
Dependent variable: embeddedness			
Job level	Mean	Std. Deviation	N
Level 8	2.9355	.48273	31
Level 7	2.8750	.10351	8
Level 6	2.5600	.47749	5
Level 5	2.9429	.35989	7
Other	3.0190	.94848	21
Total	2.9278	.62376	72

Table 5.66 Test of between-subjects effects

Tests of between-subjects effects					
Dependent variable: embeddedness					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected model	0.877[a]	4	0.219	0.549	0.700
Intercept	375.031	1	375.031	939.418	0.000
Job level	0.877	4	0.219	0.549	0.700
Error	26.747	67	0.399		
Total	644.800	72			
Corrected Total	27.624	71			
a. R Squared = 0.032 (Adjusted R Squared = -0.026)					

Table 5.67 Estimated marginal means

Grand mean			
Dependent variable: embeddedness			
Mean	Std. Error	95% Confidence Interval	
		Lower Bound	Upper Bound
2.866	0.094	2.680	3.053

The grand mean as depicted in table 5.67 is 2.866 with an error of 0.094 for a 95% confidence interval. Table 5.66 shows that the test between-subject effects has a sum of squares value of 0.877 and the sample mean square is 0.399. The F-ratio is 0.549 (less than 1), with a significant coefficient of 0.700 (>0.05).

5.3.5.7 Discussion of the results of the null hypothesis on Job level (H_{O5})

- The null hypothesis that there is no significant difference between job level with regard to the degree of individual perception to job retention is rejected as the test statistics for both factors showed that there is practical significance.
- The null hypothesis that there is no significant difference between job level groups with regard to the degree of organisational fit is rejected.
- The null hypothesis that there is no significant difference between job levels with regard to the degree of career opportunity is rejected.
- The null hypothesis that there is no significant difference between job level groups with regard to the degree of job satisfaction is not rejected.
- The null hypothesis that there is no significant difference between job level groups with regard to the degree of turnover intent is rejected.
- The null hypothesis that there is no significant difference between job level groups with regard to the degree of embeddedness is rejected.

5.3.6 Results of the different dependent variables on years of service

The objective is to test the null hypothesis (H_{o6}) that there is no significant difference between employment service (years of service) in terms of the degree of individual perception to job retention, organisational fit, career opportunities, job satisfaction, turnover intent, and embeddedness.

Table 5.68 Descriptive statistics for the dependent variables

Descriptives									
						95% Confidence Interval for Mean		Minimum	
	Service of employ-ment	N	Mean	Std. Deviation	Std. Error	Lower Bound	Upper Bound		Maximum
Perception of the individual towards himself to job retention	Zero - 5 years	22	3.200	0.656	0.140	2.909	3.491	1.80	4.20
	6 - 10	17	3.094	0.965	0.234	2.598	3.590	1.00	4.40
	11 - 20	24	2.908	0.784	0.160	2.577	3.239	1.40	4.60
	Total	63	3.060	0.794	0.100	2.860	3.260	1.00	4.60
Perception of the individual towards the company to job retention	Zero - 5 years	22	3.121	0.466	0.099	2.914	3.328	2.00	4.00
	6 - 10	17	2.804	0.773	0.187	2.406	3.201	1.00	4.00
	11 - 20	24	2.889	0.579	0.118	2.644	3.133	1.67	4.33
	Total	63	2.947	0.608	0.077	2.794	3.100	1.00	4.33
Organisational fit	Zero - 5 years	22	3.795	0.521	0.111	3.564	4.026	2.75	4.50
	6 - 10	17	3.588	0.897	0.217	3.127	4.049	1.00	5.00
	11 - 20	24	3.562	0.490	0.100	3.355	3.769	2.50	4.50
	Total	63	3.651	0.633	0.080	3.491	3.810	1.00	5.00
Career opportunities	Zero - 5 years	22	3.470	0.833	0.177	3.100	3.839	2.33	5.00
	6 - 10	17	3.000	0.882	0.214	2.547	3.453	1.00	4.33
	11 - 20	24	2.569	0.698	0.142	2.274	2.864	1.00	4.00

	Total	63	3.000	0.876	0.110	2.779	3.221	1.00	5.00
Job satisfaction	Zero - 5 years	22	2.852	0.596	0.127	2.588	3.116	1.75	4.00
	6 - 10	17	2.735	0.737	0.179	2.356	3.114	1.00	3.75
	11 - 20	24	2.562	0.745	0.152	2.248	2.877	1.50	4.00
	Total	63	2.710	0.694	0.087	2.535	2.885	1.00	4.00
Turnover intent	Zero - 5 years	22	3.068	1.015	0.216	2.618	3.518	1.00	5.00
	6 - 10	17	3.088	0.905	0.220	2.623	3.554	2.00	5.00
	11 - 20	24	3.229	0.884	0.180	2.856	3.602	2.00	5.00
	Total	63	3.135	0.925	0.117	2.902	3.368	1.00	5.00
Embedded-ness	Zero - 5 years	22	2.991	0.574	0.122	2.736	3.245	1.60	4.00
	6 - 10	17	2.918	0.667	0.162	2.575	3.261	1.00	4.00
	11 - 20	24	3.042	0.556	0.113	2.807	3.277	2.00	4.00
	Total	63	2.990	0.586	0.074	2.843	3.138	1.00	4.00

Analysing the variance of employment tenure, three categories were used; zero to 5 years, 6 to 10 years, and 11 to 20 years. The total sample accounts for 63 employees out of 72 of the total survey. Table 5.68 shows the descriptive statistics of the dependent variables to employee tenure. The total mean for the perception of the individual towards him/herself to job retention is 3.060 with a standard deviation of 0.794 and a standard error of 0.794 for the 95 percent confidence interval of the mean. Career opportunity resulted with a total mean of 3.000 at a standard deviation of 0.876 and a standard error o 0.876. Job satisfaction resulted with a total mean of 2.710 for a standard deviation of 0.694 and a standard error of 0.087. Turnover intent has a total mean of 3.068 for a standard deviation of 0.925 and a standard error of 0.117. Embeddedness resulted with a total mean of 2.990 for a standard deviation of 0.586 and a standard error of 0.074 for the two-tail probability.

Table 5.69 Analysis of variance (ANOVA)

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Perception of the individual towards himself to job retention	Between groups	1.003	2	0.502	0.790	0.458
	Within groups	38.088	60	0.635		
	Total	39.091	62			
Perception of the individual towards the company to job retention	Between groups	1.097	2	0.548	1.507	0.230
	Within groups	21.838	60	0.364		
	Total	22.935	62			
Organisational fit	Between groups	0.714	2	0.357	0.889	0.417
	Within groups	24.103	60	0.402		
	Total	24.817	62			
Career opportunities	Between groups	9.303	2	4.651	7.296	0.001
	Within groups	38.253	60	0.638		
	Total	47.556	62			
Job satisfaction	Between groups	0.978	2	0.489	1.015	0.369
	Within groups	28.922	60	0.482		
	Total	29.901	62			
Turnover intent	Between groups	.348	2	0.174	0.198	0.821
	Within groups	52.755	60	0.879		
	Total	53.103	62			
Embeddedness	Between groups	0.153	2	0.077	0.217	0.806
	Within groups	21.161	60	0.353		
	Total	21.314	62			

Table 5.69 shows the ANOVA table, which is divided into two sections as per dependent variable. The top section represents the effect of between-groups and the bottom section represents the effect within groups. The F-ratio of the perception of the individual towards himself to job retention is 0.790 (less than 1) with significant level ($p > 0.05$). The F-ratio of the perception of the individual towards the company to job retention is 1.507 (greater than 1) with a significant coefficient of 0.230 ($p > 0.05$).

Organisational fit resulted with F-ratio of 0.889 and significant coefficient of 0.417 ($p > 0.05$). Career opportunities has F-ratio of 7.296 (greater than 1), which is significant at ($p < 0.01$), this is 0.001. The F-ratio for job satisfaction is also greater than 1; this is 1.015 at the level of significance value of 0.369 ($p > 0.05$). Turnover intent has an F-ratio of 0.198 and ($p > 0.821$). Embeddedness has an F-ratio less than 1 at a significance level of 0.806 ($p > 0.05$).

Table 5.70 Test of homogeneity of variances

Test of homogeneity of variances				
	Levene Statistic	df1	df2	Sig.
Perception of the individual towards himself to job retention	1.453	2	60	0.242
Perception of the individual towards the company to job retention	3.049	2	60	0.055
Organisational fit	1.475	2	60	0.237
Career opportunities	0.663	2	60	0.519
Job satisfaction	0.548	2	60	0.581
Turnover intent	0.014	2	60	0.986
Embeddedness	0.019	2	60	0.981

The Levene's tests for the dependent variables are all significant at $p > 0.05$ as observed in table 5.70.

The null hypothesis (H_{o6}) that there is no significant difference between employment service (tenure) in terms of the degree of individual perception to job retention, organisational fit, career opportunities, job satisfaction, turnover intent, and embeddedness is rejected.

5.4 CORRELATION BETWEEN THE DEPENDENT VARIABLES

The objective is to test the null hypothesis (H_{o7}) that there is no correlation between individual perception to job retention, organisational fit, career opportunities, job satisfaction, turnover intent, and embeddedness.

5.4.1 Descriptive statistics

Table 5.71 Sample statistics of the variables used to measure correlation between variables

	Mean	Std. Deviation	N
Perception of the individual towards himself	2.978	0.825	72
Perception of the individual towards the company	2.889	0.640	72
Organisational fit	3.674	0.623	72
Career opportunities	2.963	0.869	72
Job satisfaction	2.694	0.673	72
Turnover	3.181	0.962	72
Embeddedness	2.928	0.624	72

Table 5.71 shows different means for the dependent variables of the study with their standard deviations. All standard deviations are comparatively lower than their means for sample of N =72.

Table 5.72 shows the R-matrix (or correlation matrix) produced using Pearson correlation and 2-tail significance levels. The table shows correlations significant at 0.01 and 0.05. Sig. < 0.05 is statistically significant. In factor analysis, one needs to have variables that correlate fairly well, but not perfectly (Field, 2005: 648). This as a variable will correlate perfectly with itself as highlighted on the rows labeled Pearson correlation with a correlation coefficient of 1. The rows show that turnover intent correlate negatively with

the rest of the variables. Other variables correlate fairly well amongst themselves.

Career opportunity and embeddedness have significant coefficient of 0.186 that is higher than 0.05. Job satisfaction and embeddedness also have significant coefficient of 0.101.

Table 5.72 Correlations between the dependent variables

Correlations								
		Perception of the individual towards himself to job retention	Perception of the individual towards the company to job retention	Organisational fit	Career opportunities	Job satisfaction	Turnover intent	Embedded ness
Perception of the individual towards himself to job retention	Pearson Correlation	1.000	0.434**	0.481**	0.453**	0.445**	-0.387**	0.258*
	Sig. (2-tailed)		0.000	0.000	0.000	0.000	0.001	0.028
	N	72.000	72	72	72	72	72	72
Perception of the individual towards the company to job retention	Pearson Correlation	0.434**	1.000	0.349**	0.316**	0.340**	-0.363**	0.375**
	Sig. (2-tailed)	0.000		0.003	0.007	0.004	0.002	0.001
	N	72	72.000	72	72	72	72	72
Organisation-al fit	Pearson Correlation	0.481**	0.349**	1.000	0.480**	0.416**	-0.294*	0.239*
	Sig. (2-tailed)	0.000	0.003		0.000	0.000	0.012	0.043
	N	72	72	72.000	72	72	72	72
Career opportunities	Pearson Correlation	0.453**	0.316**	0.480**	1.000	0.329**	-0.466**	0.158
	Sig. (2-tailed)	0.000	0.007	0.000		0.005	0.000	0.186

	N	72	72	72	72.000	72	72	72
Job satisfaction	Pearson Correlation	0.445**	0.340**	0.416**	0.329**	1.000	-0.381**	0.195
	Sig. (2-tailed)	0.000	0.004	0.000	0.005		0.001	**0.101**
	N	72	72	72	72	72.000	72	72
Turnover intent	Pearson Correlation	-0.387**	-0.363**	-0.294*	-.466**	-0.381**	1.000	-0.304**
	Sig. (2-tailed)	0.001	0.002	0.012	0.000	0.001		0.009
	N	72	72	72	72	72	72.000	72
Embeddedness	Pearson Correlation	0.258*	0.375**	0.239*	0.158	0.195	-0.304**	1.000
	Sig. (2-tailed)	0.028	0.001	0.043	**0.186**	**0.101**	0.009	
	N	72	72	72	72	72	72	72.000
**. Correlation is significant at the 0.01 level (2-tailed).								
*. Correlation is significant at the 0.05 level (2-tailed).								

5.4.2 Discussion of the results of the null hypothesis on correlation of the variables

Table 5.72 shows Pearson correlation coefficients and significance levels of the dependent variables of the study. Most of the variables correlate fairly well with each other. None of the variables were eliminated for not correlating with each other. By observing the significance coefficients, we see that career opportunities and embeddedness has significance coefficient of 0.186 for the 2-tail significance that is greater than 0.05. Job satisfaction and embeddedness also has significance coefficient greater than 0.05.

Positive perceptions of the individual to the organisation improve his fit to the organisation as well as the thought of having opportunities to progress career wise within the same organisation. This in turn improves his or her satisfaction to the job. All these variables correlate fairly well with individual perception to job retention except with turnover intent. Therefore the result suggests that a negative relationship between individual perception to retention and turnover intent. This might signify that if the individual perception to job retention is negative, there are bad vibes between the employee and the company, the employee might think of voluntary leaving. The variables correlate at significance level lower than 0.01 for the two-tail test except for embeddedness that correlate at significance level lower than 0.05. Embeddedness and individual perception to job retention scored a very low correlation, though positive.

Organisational fit correlates fairly well with career opportunities at significance level lower than 0.01 for the two-tail test. This might mean that if an employee fits well with the culture and the team within the organisation, he will in turn become committed to the organisation and be able to harness the career opportunities that others who do not fit to the organisation cannot recognize. The inverse applies to an individual who feels he does not fit in the organisation, though he can see the career opportunities within the organisation, but satisfaction is lacking. This individual will fail to cope with the climate he is experiencing and eventually voluntarily quit the organisation without taking into account the existence of the career opportunities.

Organisational fit can improve the prediction of voluntary turnover. Individuals who fit well with the organisation will positively contribute to the success of the organisation and the less turnover intent. A total of 70.8 percent of the employees agreed that they contribute a lot to the success of the company since it is important to them and their careers, while 16.7 percent strongly agreed to the statement. Organisational fit and turnover intent correlates negatively with each other. The two statements on turnover intent: because of lack of progress with my career I am looking for a better job; and I plan to quit SASOL Nitro in the next six month for better prospects, can give a better prediction of voluntary turnover. Though the measure is on intent, not the real mobility out of the organisation, further studies might be necessary using exit interviews and regular surveys to test the status of the employees compared to now.

Career opportunity fairly correlates with the other variables except correlating negatively with turnover intent. This might be that when employees realize that their chances of promotion within the organisation are very slim, they will make a decision to leave and find employment in an organisation that will be able to advance their career. Employers normally use promotion strategy to keep hold of their highly performing employees by appointing them into a high-paying job. The employee perception towards his job and the company becomes positive and his level of organisation commitment increases, thus decreasing his intent to move. The perception that the employee is fitted to the organisation increases with the positive outcome of his promotion and turns to see career opportunities within the organisation. This will also increase his embeddedness in the organisation. The employee becomes part of the team and he becomes satisfied with his job and values it more. On the other hand, individuals may not respond positively to increased certainty if additional information leads to discover that their career plans do not match opportunities available in the current organisation, thus increase turnover intent.

Job satisfaction fairly correlates to other variables as shown in table 5.73, and negatively correlates to turnover intent. It is further poorly correlated to

embeddedness with a significance level higher than 0.05. All other variables correlates with job satisfaction at significance levels lower than 0.01 for the two-tail test. A total of 70.8 percent of employees noted being satisfied with their career choice, while 59.7 percent agree to their pay not matching their individual efforts. (See table 4.25 and 4.26 of chapter 4.) A total of 72.3 percent noted that they can look for a job outside and be paid better than SASOL Nitro. Apparently, both men and women's levels of job satisfaction are more contingent on their income and their choice of career. The more conditions of employment change and employees are able to relate them to each other, the better information will be available to compare salaries. Salaries, as part of conditions of employment are no longer confidential; therefore, this may explain why employees strongly feel there is better pay outside SASOL Nitro.

Turnover intent is seen as negatively correlating to all variables. The decision to choose an alternative organisation depends on a large number of factors: the extent of social network. Employees look unto their networks for motivation and the success of their peers. The same progress they see in others drives them in their careers. If they realize that there is no career progress in the present organisation, employees start to think of looking for other jobs. This shows that there is a lack of fit between the employee and the organisation. The employee will thus not be embedded to the organisation that cannot promise a career opportunity. Therefore turnover intent escalates.

Embeddedness correlates poorly with other variables of the study, some at a significance level higher than 0.05. Career opportunity seems to affect attachment to the organisation. Pearson correlation between embeddedness and career opportunity is 0.239 at the level of significance for the two-tail test higher than 0.05. Embeddedness was tested with statements in table 4.32 to table 4.36 of chapter 4. Requesting employees to state their agreement or disagreement of the statement that: I am committed to SASOL Nitro because it forms part of my community, tested off-the-job embeddedness. A total of 63.9 percent of the employees agreed, while 20.8 percent noted not knowing or not being sure whether that is why they are committed to the company. A

total of 59.7 percent also disagreed that if they quit SASOL Nitro they might lose their long-term friends, while 20.8 percent said they did not know whether they might lose their long-term friends or not.

People value social ties more than those created by employment. Table 4.35 posed a statement that: I will never quit SASOL Nitro because it is convenient to work close to home. More than half, 52.8 percent, disagree, while 16.7 percent agree to the statement. About 30 percent don't know. Some of the employees do not really live in Sasolburg as they rented houses for the sake of employment. Thus the degree of turnover intent with these employees might be higher, accounting for the negative correlation between embeddedness and turnover intent (-0.304, $p<0.01$).

The null hypothesis (H_{07}) that there is no correlation between individual perception to job retention, organisational fit, career opportunities, job satisfaction, turnover intent, and embeddedness is rejected.

5.5 CHAPTER SUMMARY

In this chapter the results of the empirical research were analysed and discussed. The chapter started with a discussion of the descriptive statistics of the biographical data of the sample. The objectives of the study were discussed in detail in section 5.3 as well as the analysis of the results using different methods of test statistics. Analysis of the variance were undertook to test different sample models.

The empirical objectives set out in the beginning of the study have therefore been achieved. In the following chapter recommendations and conclusions of the study will be discussed.

CHAPTER 6

RESEARCH CONCLUSION AND RECOMMENDATIONS

6.1 INTRODUCTION

Chapter 5 outlined the research results. Analysis of the results were discussed, and the conclusion to the hypothesis drawn. In this chapter, conclusions of the findings and recommendations or suggestions for the application of the research will be discussed. The conclusion to the research study will be detailed below.

6.2 SUMMARY OF FINDINGS

Most employees on the survey do not know or understand their job levels, which made it difficult to categorise them. This creates a challenge in the future of the employee as well. To think of the future, one must understand where he is positioned at present.

Career planning: None exists in SASOL Nitro. As discussed in section 2.2.2, this is a process that must be managed by HR to help employees set clear career objectives and develop activities to help them achieve these goals.

Employees feel that upward mobility is not possible as there are no vacancies in job levels above thus creating a lack of ambition within the team. Some end up in their current job by chance; not planned. There is limited space for growth, due to the flat structure of the organisation.

SASOL do not have performance contracts with employees in job levels lower than level 7. These are monthly salaried personnel (MSP); their salary increase is negotiated through a bargaining council.

As much as 95.9 percent of the employees noted knowing the job they are doing very well. This shows that people are well trained and frequently their skills are tested. One of the managers noted that managers ask the right

questions to make employees think, and allow them to take responsibility for their own decisions even though some still need some guidance to make the right decisions.

Cost saving exercises brought about lots of changes where people have to work smarter due to less available human capital.

Low-level employees feel there are no career opportunities as advancement is opened to certain job levels.

Many people prefer to stay on the same level since there is no workload and too many responsibilities that lead to stress.

A total of 72.3 percent believe that they can look for a job outside and be paid better than at SASOL Nitro. This might be due to skills shortage where outside companies pay more to recruit and retain talented individuals.

6.3 DISCUSSION OF PROBLEMS

6.3.1 Survey exclusions

A person with much experience with the company will be in a better position to set up a survey questionnaire to address known issues relevant to the research topic. Since the researcher has worked for SASOL Nitro for almost 17 months, there are exclusions that he did on the study that might be viewed as important by the other persons. For example, there are service providers who are working on permanent contract with SASOL Nitro, like the Jorbutla personnel in the laboratory and those doing packaging supervision, and the security personnel. Other employees excluded from the study were procurement personnel who are also permanently offering service to SASOL Nitro.

6.3.2 Biographical data structuring

Organisational structure does not give a true reflection of other structures noted in the survey. Buyers, fitters, and finance people were grouped under 'other'. This could give a reasonable distribution of functions located under 'other'.

6.3.3 Literature study

Some of the information on the literature study of chapter 2 and chapter 3 is almost 25 years old. This is due to a lack of recent studies related to the topic. More recent work is required to make better and updated findings. Career progression is not well researched like employee retention, resulting in a one-sided discussion.

6.3.4 Results of the study

The result of the study fails to include findings of other researchers. This might assist in building a better case for the conclusion or understanding of why results came out the way they are. There is still a need to compare the results of this study with those of the predecessors of the research topic.

6.4 RECOMMENDATIONS

Most employees do not define career progression by traditional notions of advancement. When individual employees define what career progression means to them, they are better positioned to increase satisfaction and performance in their current jobs or make the lateral moves available in today's flatter organisations. Employees are looking for interesting or meaningful work in their next career move. However, employees can't succeed without management intervention. Therefore, career development initiatives need to be employee-driven, not employee-exclusive. Managers are well positioned to support career development, because they are familiar with the organisation's performance needs and individual team members' talents and goals.

It's one thing to have career aspirations, and it's another to ground them in reality by making sure your dreams match your experience, abilities, and preferences. People who get promoted are those that have a sense of pride in their work. They are driven by genuine enthusiasm and desire to do their best, no matter how small the job. They believe in themselves and they believe in the strategies of their unit or department and company. Having pride, passion and belief is only part of how to advance. It must be backed up with skills and knowledge. That means having the necessary skills and knowledge to leave an impression.

If one continues doing work for your current position, then you truly deserve your current position. People who know how to get promoted know that if one wants the position next level up, you start doing some of those tasks associated with that level. If someone is a senior process controller now, do some work that is only expected of section manager (assuming that is the next level up). This allows a person to demonstrate that he is capable of that position already.

People get stuck in a career because that is what they feel obliged to do, given that this is what their parents, teachers or managers aspire them to do, or that is what everyone else in their peer group is doing. In an effort to please these other people, they find themselves stuck in a job that they do not inherently like, putting in years of their time on a path that they would not have chosen if not for some form or another of social coercion. If you think you are in the above situation, it is better to change your route now rather than look back in regret.

From the researcher's previous employment, he met people who bragged about going everywhere with their bosses. When the boss resigns to take a senior position in another company, the boss would call him and promise him a better job in that company as well. People build other's dreams without even noticing. The salary might be great, and the benefits being good, but when will you start doing what you always wanted to do on your own without being dragged around the companies to please your boss, who sees you as a means to an end. We all had dreams when we grew up; it is not too late to

rediscover where you abandoned your dreams. You do not have to turn other people's dreams into your own.

What should a person do if he finds himself on the wrong career path? If he's been living someone else's dream, take a good look at what's really going on. Look at your accomplishments and those of the person you are following. Are you worse off, or are you better off with him? It sounds like without him you cannot stand. If you can't answer this question ask your spouse how do he feels about running after someone else's dreams. Does he like the way you depend on another person and not be able to make your own decisions? It is never too late to pursue your own career.

Retention is not about money; yes, in today's economic chaos everybody needs money to get by, but employees are more loyal if they feel "connected" to the company, and kept informed on key company issues. Most important, they need to know that their opinions matter and that management is 100% interested in their inputs. If the company is doing badly, employees are supposed to be the first to realize that, not to hear it from the news letters that one of your sections will be closing without any consultation or brief communication with them.

Today's most profitable companies understand that to increase employee loyalty and retention, they must go beyond traditional empowerment programs that only allow people to "follow policy". Rather, excellent companies emancipate the action of employees by giving them the "freedom to succeed". Hewlett-Packard gives employees the freedom to fail and try again through their operations principle: "We reserve the right to make mistakes".

Knowing what makes employees unhappy is half the battle when one thinks about employee work satisfaction, morale, positive motivation, and retention. Management needs to listen more to employees and provide opportunities for them to communicate with company managers. If employees feel safe, they will tell you what's on their minds. Employees still feel by talking to top management on issues line managers can't address, as a bad career move.

Work culture must foster trust for successful two-way communication and allow intervention of a third party.

The quality of the supervision an employee receives is critical to employee retention. How many times have you heard the statement that people leave managers and supervisors more often than they leave companies? Every manager must learn how to address employee retention. They must continually invest in their employees. Yet the skills shortage presents both socio-economic and cultural challenges as employee mobility increases. Thus, in view of workforce trends such as shifting demographics, the aging workforce and increasing global mobility, forward-looking organisations must rethink their approach to talent management to best harness it. By doing so, they will be positively positioned to succeed in a highly competitive marketplace. In addition, organisational culture, employee engagement and leadership development have a significant impact on talent retention. Taking these factors into consideration, an integrated approach to talent management offers a pathway toward sustaining outstanding business results.

6.5 CONCLUSION

The results of this study provided interesting insight into career progression at SASOL Nitro and the impact it has on employee retention. In the following sections different conclusions will be drawn on each chapter.

6.5.1 Conclusion – Introduction

In chapter one, the problem statement of the study was discussed by looking at skills shortage as a global problem. For a company to stay competitive in the global arena it has to look at addressing not only its skill shortages but also the needs of the country and learn from other global players how this shortage can be addressed. The objectives of the study were therefore outlined based on the problem statement. This chapter was devoted to introducing the research title: Impact of career progression on employee retention. Definitions of general terms and concepts as found in the primary objective of this research were discussed as well as the background of the company used in the empirical study.

Five questions and seven hypotheses were formulated based on the problem statement and the research objectives. The aim of the questions was to conceptualise the research problem statement as some of the questions were addressed in chapter two through chapter five. Some of the questions still need further research, like, is promotion possible on the same job level. Employees do not see this as promotion, but addition of responsibilities on the same job level. The only satisfaction that is drawn from the addition of duties is having extra allowances, salary adjustments and being able to make decisions based on the requirements of the new position.

6.5.2 Conclusion – Literature study

The literature study was divided into two chapters to conceptualise on the different variables of career progression and employee retention. In chapter two, career progression within an organisational context was conceptualised. This was achieved by looking at other studies done by different authors on how they define career progression. Concepts like job evaluation, career identity, career insight, career resilience, job satisfaction and involvement were discussed.

Career management is important for any organisation in gaining competitive advantage of its rivalry in the market arena where employee mobility is high. Individual career management must be part of the HR staff to ensure that relevant career needs of the individuals are met. Early involvement of the HR staff can facilitate the career path of the individual relevant to the needs of the organisation as well. The process of career management includes career exploration and development of career goals. Years of service and age were strongly related to development of career goals. One explanation of this relationship is that early-career employees may be more interested in career progression than older employees. Another explanation derived from the study is that senior management view early-career goals development as a better investment when used with early-career employees. The disadvantage of it is that with new employees it is difficult to predict if the person fits the

organisation. His level of commitment to the organisation is still immature and this person might leave the organisation within a short period after investing more resources in developing him for future needs of the organisation.

The study shows that the majority of young people 20 to 35 years believe there are no career opportunities within the organisation. The higher interest in career opportunities may occur within this age group, because they are the promotion pool for new managers in the organisation. Therefore, development processes seem slow and not motivating. Intent to leave for better prospects is also found to be higher in this age group.

Chapter three focused on employee retention within organisational context. This was done through definitions and conceptualisation of the variables of employee retention. The opposite of retention was firstly defined as employee turnover. In the pilot study the intent rather than turnover was used as voluntary turnover studies takes long to research. This may takes two to three years, interviewing employees taking voluntary separations. The study showed that there exists considerable significance difference between employee age and turnover intent. This may be matched with the above discussion of career opportunity.

Organisational attachment was discussed in chapter three and further studied in the pilot study using construct: job embeddedness. Embeddedness was conceptualised as reflecting forces that constrain people from leaving their current organisations. The study provided more insight to off-the-job and on-the-job embeddedness. Though people spend most of their lives at work, they still form part of their society and communities. Since the organisation shapes their communities some feel committed and attached to it. The other point that came out strongly in the study is the relationships people create with other colleagues. About 65 percent feel that even if they quit the organisation they will still keep contacts with their colleagues. The reason might be people create social networks that they use throughout their career. They keep contact to know what are the new developments and share similar or differing experiences.

Organisational fit was also conceptualised in the chapter. Misfits are normally terminated earlier during the person's career or job search. An employee's personal values, career goals and development for future progression must fit with the larger corporate culture and the demands of the immediate job. Turnover intent might as well increase if the person feels he or she does not fit with the organisational settings. Misfit creates a lack of attachment, as the person will not see himself embedded to such organisation. In many cases, people evaluate the benefits of staying in the organisation he does not fit with, and the severity of the torture of the misfit. From this contrast, a decision can be made whether to leave or stay: this is termed sacrifice. Theories of employee retention were also discussed; this includes hire for retention, incentive schemes, and higher pay strategies.

6.5.3 Conclusion – Empirical research

In chapter four the research objectives were revisited as discussed in chapter one. SASOL Nitro uses promotion planning to advance employees in their career. During promotion planning, the company needs are discussed and possible incumbents are earmarked for the available posts. A gap analysis is also done to determine whether the incumbents will be able to function effectively on the level above. Every individual has an Individual Development Plan (IDP) to address such gaps. All these processes are managed under the Performance Management Capacity Building (PMCB).

One of the key elements of PMCB is to develop and deliver on talent management through skills development and empowering employees to deliver growth. SASOL recognise that its sustainability will only be possible with its human capital. Performance Management (PM) is a strategic business imperative to facilitate world-class performance and develop world-class people. The system links performance, development and rewards with each other. Salary adjustments are personalised and related to individual performance and other market related factors.

SASOL have implemented "Talent Pipeline" where jobs are filled with fully performing individuals. SASOL believe in high quality appointments and

development decisions are made quickly with high confidence. In order to achieve competitive advantage, SASOL leaders must ensure that there is alignment between its strategy, organisational goals and individual delivery. The role and responsibilities of every individual within SASOL are outlined in the Performance Management System. Managers are involved in the development planning of individual employee to assists resolve shortcomings.

The following conclusions were reached on the empirical results:

1. *Perception of the individual to job retention*

   Employees perceive that there are few career opportunities in SASOL Nitro due to its flat structure. Movement at the top seem to stagnate, as some reach the ceiling quicker and there is no better strategy to retain employees in one position/level for a longer period. This, according to employees, can be managed by prolonging promotion of qualified personnel through offering salary adjustments and increase responsibility to decision making. The problem is that decisions are made at top management, making it difficult for employees to resolve technical problems quicker while waiting for management. This promotes job dissatisfaction, as employees are not allowed to be thinkers, but doers.

2. *Organisational fit*

   As noted in chapter four, the majority of employees in SASOL Nitro are still young: 20 to 35 years of age and most of them have been with the company for a period less than six years. Some of them are either fresh from school or completed a trade of some sort and defining organisational fit brings confusion to them as they still lack skills, job knowledge of the process plant, and the culture of older employees developed for years. It is evident that the fit with the job and the organisation is related to job satisfaction/dissatisfaction, which in turn promotes the intent to leave or stay with the organisation.

3. *Career opportunities*

Voluntary separations seem to be high in younger employees due to career mobility, age, and the ability to gain more knowledge and experience. These factors motivate them to move vertically or seek other career opportunities elsewhere. Over 70 percent of employees are satisfied with their career choices; changing careers is not an issue at present. Older workers feel it is not worth moving out with the experience they have within the organisation, and the attachment they created with the people and the organisation made them well embedded to the organisation. The discussion with this age group evolves around putting more money into their retirement schemes and getting better retrenchment packages. Other than that, they are prepared to wait for normal retirement within the same organisation.

Young employees feel that career development is important, but the worst part of it is acquiring all this knowledge and skill and being unable to move vertically due to unavailability of vacancies at the top. Therefore, most of them gain experience and use it elsewhere. In 2006, 36 employees resigned voluntarily, blaming it on career scope, ten of these employees were females. There is no significant difference between males and females regarding career opportunities, particularly when reasoned using percentages, as the number of females in organisations are significantly less compared to their male colleagues. In 2007, 43 males resigned due to career scope.

4. *Job satisfaction*

Some 24 females resigned voluntarily in 2006 due to reasons like family related, job satisfaction, further studies, emigration and relocation. Female employees were more likely to cite accompanying a relocating or emigrating spouse, childcare issues, and difficulty balancing work/life issues as reasons for leaving their organisation compared with male employees. During the same year, 51 male employees resigned

voluntarily due to similar reasons with the addition of being recruited by a headhunter.

In many cases, the threat to employee retention in organisations is due to career opportunities elsewhere, better prospects and compensation, and dissatisfaction with career development in the present organisation. In the past two years, we saw an increase of employees resigning voluntarily due to remuneration and other related benefits. Some 13 employees resigned in 2006, while 28 employees resigned in 2007 due to remuneration and benefits. About 60 percent of employees feel that their pay does not match their individual efforts. By adding 20.8 percent of employees who do not know if their pay matches their individual efforts to this number, a staggering 80 percent of employees are not satisfied with their remuneration.

5. *Turnover intent*

The intent to leave is much higher in the group of employees who have been with the company for periods less than 6 years due to factors discussed above. There are statistically significant differences between employee age, gender, organisational level, and job level with regard to turnover intent. In 2003 alone, 22 females resigned from SASOL Nitro in different business unit areas due to reasons such as better prospects, personal and other reasons not stated. High voluntary separations were noted on male employees leaving due to being offered higher salaries, limited opportunities in SASOL Nitro, and personal reasons. This is made up of 35 males, of which 26 left due to other reasons not stated. In 2004 and 2005, there was a decline in the number of separations as compared to 2003.

6. *Embeddedness*

Separations due to climate and culture seem to be at the lowest levels within SASOL Nitro. This might signify that adhering to the existing culture is not a problem with new entrants, and it is also easy to acclimatise with the Nitro culture and work conditions.

Embeddedness was discussed in other sections above as it correlates significantly with most of these variables. An employee who is not satisfied with his job and the type of interaction he has with other colleagues will create a misfit, and if he cannot fit into the organisation, realising opportunities within the organisation will be impossible. This will in the end create an intention to leave (turnover intent). Therefore, a lack of embeddeness exists. In contrast, attachment to the company seems not to be a problem due to other factors outweighing relationships with colleagues and supervisors; for example, remuneration, better conditions of employment, and being associated with the global company like SASOL Limited.

6.6 CHAPTER SUMMARY

This chapter concludes the final intent of the research and the objective of the study, which was achieved by discussing the results, recommendations and conclusions of the study objectives.

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APPENDIX

Sample of the research survey

Section A: Biographic and demographic details

1. Age

What is your age range?

1.1 20 - 35 ☐
1.2 36 - 45 ☐
1.3 46 - 55 ☐
1.4 56 - 70 ☐

2. Gender

1. Male ☐
2. Female ☐

3. Education

What is your highest qualification?

3.1 Some high school or less ☐
3.2 Completed high school ☐
3.3 Diploma ☐
3.4 Degree ☐
3.5 Masters ☐
3.6 Doctorate ☐
3.7 Other (Please specify) _____ ☐

4. Marital status

4.1 Single
4.2 Married
4.3 Divorced
4.4 Widowed

5. How long have you been employed by Sasol Nitro

5.1 Zero - 5 years
5.2 6 - 10 years
5.3 11 - 20 years
5.4 21 - 30 years
5.5 31 - 40 years
5.6 41 - 50 years
5.7 51 and above

6. Job Level

6.1 Level 8
6.2 Level 7
6.3 Level 6
6.4 Level 6C
6.5 Level 5B
6.6 Level 5A
6.7 Level 4
6.8 Level 3
6.9 Other (Please specify) _____

7. Organisational level

7.1 Administration
7.2 Technician
7.3 Engineer
7.4 Manager
7.5 Section manager
7.6 Operator
7.7 Finance
7.8 Artisan
7.9 Other (Please specify) _____

8. Which area are you located (Employment area)?

8.1 Ekanduras
8.2 Meyerton
8.3 Secunda
8.4 Sasolburg
8.5 Other (Please specify) _____

Section B: Employee perception of Job retention

Answer the following questions in order of strength; 1 strongly disagree, 5 strongly agree

Strongly disagree	Disagree	Don't know	Agree	Strongly agree

Individual Perception

1. **My career development plan is clear and I understand what to do to attain my goals.**

2. **I know what is expected of me in my job and that assist me with my career development.**

3. **I know the job that I'm doing very well**

4. **I understand how I am evaluated**

5. **The Supervisor and I agree on rating criteria**

6. **Sasol Nitro's performance evaluation standards are more challenging and difficult to achieve**

7. **My performance evaluation system within Sasol Nitro is fair**

8. **My job performance is carefully evaluated**

9. I am satisfied with the Sasol Nitro's performance evaluation system

Organisational fit

10. I contribute a lot to the success of Sasol Nitro since it is important to me and my career.

11. I get to use my skills in my job at Sasol Nitro

12. I'm allowed to use my own judgement on the job

13. Sasol Nitro is the best organisation I have ever worked for.

Career opportunities

14. There are career opportunities for me in Sasol Nitro

15. I can get promoted from my present job

16. There are opportunities to advance within Sasol Nitro

17. I do the best I can to develop myself

Job satisfaction

18. I am satisfied with my career choice

19. My pay does not match my individual effort

20. I can look for a job outside and be paid better than Sasol Nitro

21. My job level allow me to make my own decisions

22. I am satisfied with my present job level

23. I work hard for my next promotion

Turnover intent

24. Because of lack of progress with my career I am looking for a better job.

25. I plan to quit Sasol Nitro in the next six month for better prospects.

What activities is the employer doing to retain employees

26. I am informed of study aid that Sasol provide for further studies

27. For me to get a raise I have to threaten the company of leaving

28. Sasol Nitro offer lots of training for my development plan

29. I want to do external courses for my personal development but there is no support from Sasol Nitro

Embeddedness

30. I am committed to Sasol Nitro because it forms part of my community

31. Even if I may quit I will still keep contact with my colleagues at Sasol Nitro

32. If I quit Sasol Nitro I might loose my long term friends.

33. I will never quit Sasol Nitro because it is convenient to work close to home

34. I am worried that if I quit my children will not cope well with us relocating else where
