



The relationship between leadership styles and employee retention in district government departments

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

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Graduation: August 2021

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DECLARATION

I, Basani Chauke (student number: 27838285) hereby declare that the mini-dissertation titled as follows:

The relationship between leadership styles and employee retention in district government departments

Submitted in fulfillment of the requirements for the degree of Master of Business Administration at the North-West University, Potchefstroom Campus, is my own work and has never been submitted by me to any other university. I also declare that all the sources used have been fully acknowledged by means of complete referencing.

Signed..........on this day.....31.....of....March 2021

ACKNOWLEDGEMENTS

Firstly, I would like to thank God, the Creator, who gave me the strength, courage and willingness to finish my MBA; He stood by my side and made it possible for me to complete this study, and for this I would always be grateful – for His unconditional love that carries me through my weaknesses and hard times.

Secondly, I would love to thank my husband and my little angels; to my husband, thank you for your support and stepping in, for being a full parent when I was upset most of the time because school work needed my attention –you are a great dad and a good husband.

Thirdly, to my supervisor, Dr Jos Viljoen, thank you for your guidance, corrections and all the efforts you put into assisting me until the end – God bless you.

Fourthly, to my late parents, Noel and Doris, especially to my dearest late mother Doris Ndlovu, thank you for your encouragements, your love and corrections. I so wish you were both here to see that I finally did it, your words of encouragement will always be stacked in my heart. Continue to rest in peace dear parents – lots of love to both of you.

Lastly, to all the employees of the Dr Kenneth Kaunda District Municipality, I would not have come this far if it had not been for you; you contributed so much by assisting me and you made sure that my research was completed in the end, thank you.

ABSTRACT

The establishment of retention strategies has become an important issue in South African government departments. This research study has been formulated to measure the relationship between leadership styles and employee retention in the district government department of the Dr Kenneth Kaunda District Municipality. The district municipality is situated in Klerksdorp in the North West Province.

A quantitative research approach was used and initiated in this study because the main purpose of the study was to examine the collected data, and this was accomplished by applying numerical mathematical systems. The numerical systems represent the observed numbers of information received, and allow the researcher to categorise all this data into decimal form.

KEYWORDS: Leadership style, employee retention, district government departments

TABLE OF CONTENTS

DECLARATION	ii
Acknowledgment	iii
ABSTRACT	iv
CHAPTER 1: INTRODUCTION...	1
1.1 Introduction	1
1.2 Problem statement	2
1.3 Research objectives....	2
1.4 Research questions....	3
1.5 Purpose of the study....	3
1.6 Delimitations and assumptions of the study	4
1.6.1 Delimitations	4
1.6.2 Assumptions..	4
1.7 Definition of key concepts.....	4
1.7.1 Leadership styles.....	4
1.7.2 Employee retention.....	4
1.7.3 District government departments.....	5
1.8 Research methodology.....	5
1.9 Research design.....	5
1.10 Target population.....	6
1.11 Sampling method..	6
1.2 Data collection.....	7
1.12.1Instruments	8
1.12.1.1 Questionnaires	8
1.13 Data analysis	9
1.14 Ethical consideration	9
1.15 Outline of the dissertation	10
 CHAPTER 2: LEADERSHIP STYLES, EMPLOYEE RETENTION AND DISTRICT GOVERNMENT DEPARTMENT	 12
2.1 Introduction	12
2.2 Discussion of the major concepts.....	12

2.2.1 Leadership.....	12
2.2.2 Leadership styles.....	13
2.2.2.1 Transactional leadership style.....	13
2.2.2.2 Transformational leadership style.....	13
2.2.2.2.1 Five keys dimensions of transformational leadership style	14
2.2.2.3 Laissez-faire leadership style.....	15
2.2.2.3.1 Advantages of laissez-faire leadership style.....	16
2.2.2.4 Charismatic leadership style.....	16
2.2.2.5 Democratic leadership style.....	16
2.2.2.6 Task-oriented leadership style	17
2.2.2.7 Relation-oriented leadership style	17
2.2.2.8 Servant leadership style.....	17
2.2.2.9 Autocratic leadership style	18
2.3 Employee retention.....	18
2.3.1 What is employee retention	18
2.3.2 Employee retention and employee performance style.....	20
2.3.3 Employee retention models	21
2.3.4 South African employee retention policies	22
2.3.5 Factors that lead employees to leave the organisation	24
2.3.6 Retaining talented management employees in the organisation	28
2.3.7 Human resource policies and strategies in employee retention	28
2.3.7.1 Training and development of employees.....	29
2.3.7.2 Compensation.....	29
2.3.7.3 Recruitment and selection.....	30
2.3.8 Employees and their values in the district department organisation	30
2.3.9 Roles of management/leadership in retaining employees.....	32
2.3.10 Overcoming employees turnover challenges through retention in government department	34
2.4 District government department.....	35
2.4.1 What is district government department....	35
2.4.2 The role of district government department in South Africa	36
2.4.3 Roles and responsibilities of district government	37
2.4.4 Policies/regulatory framework related to retention in South Africa.....	37
2.4.4.1 Basic Conditions of Employment Act.....	38

2.4.4.2 Affirmative action.....	39
2.4.4.3 Skills development.....	40
2.4.5 Recruitment policy framework of the district department of South Africa	41
2.4.6 Why is retention so important in district government department?	41
2.4.7 North West Province retention strategies.....	44
2.5 Chapter summary.....	45

CHAPTER 3: RESEARCH METHODOLOGY AND RESEARCH DESIGN..... 46

3.1 Introduction.....	46
3.2 Research approach	46
3.3 Research design.....	47
3.4 Research study limitation.....	49
3.5 Research target and procedures... ..	49
3.5.1 Target population.....	49
3.5.2 Sampling methods	49
3.6 Diversity of research study.....	50
3.7 Data collection tools and procedures	50
3.7.1 Questionnaire	50
3.7.2 The advantages &disadvantages of using questionnaire	51
3.8 Data analysis methods	51
3.9 Validity and reliability.....	53
3.9.1 Validity.....	53
3.9.2 Reliability.....	54
3.10 Ethical and consent considerations	54
3.10.1 Permits to conduct the study	55
3.10.2 Anonymity and confidentiality.....	55
3.11 Chapter summary	55

CHAPTER 4: RESEARCH RESULTS AND FINDINGS..... 56

4.1 Introduction	56
4.2 Section A: Demographic analysis	56
4.3 Section B: Leadership styles.....	63
4.3.1 Construct validity	63

4.3.2 Reliability analysis	67
4.4 Descriptive statistics results for section B.....	68
4.5 Section C: Employment retention strategies	81
4.5.1 Exploratory factor analysis (EFA).....	81
4.5.2 Reliability and confirmatory factor analysis....	81
4.6 Descriptive statistics of Cronbach's alpha test.....	83
4.7 KMO and Bartlett's test of Sphericity	83
4.8 Total variances explained.....	84
4.9 Pattern matrix	85
4.10 Communalities	87
4.11 Correlations analysis	87
4.12 T-test analysis	91
4.13 Analysis of variance	96
4.14 Conclusion	99
4.15 Descriptive statistics results for section C	100
 CHAPTER 5: RECOMMENDATIONS AND CONCLUSIONS	110
5.1 Introduction	110
5.2 Summary of chapters	110
5.3 Summary of findings.....	111
5.4 The answering of research questions/objectives outcome	114
5.5 Research contribution	117
5.6 Limitation of the study	117
5.7 Recommendations.....	117
5.8 Future research recommendations.....	119
5.9 Concluding remarks.....	119
 LIST OF REFERENCES	121
 APPENDIX A: APPLICATION FOR ETHICAL CLEARANCE	183
 APPENDIX B: APPROVAL LETTER (DISTRICT).....	139
 APPENDIX C: QUESTIONNAIRE	140

APPENDIX D: CONSENT FORM	148
APPENDIX E: LANGUAGE EDITING CERTIFICATE.....	149

LIST OF TABLES

Table 2.2.2.2.1: Five keys dimensions of transactional leadership style	14
Table 2.2.2.3.1: Advantages of laissez-faire leadership style	16
Table 3.7.2: The advantages and disadvantages of using questionnaires	51
Table 4.21: Gender of respondents	57
Table 4.2.2: Age of respondents	57
Table 4.2.3 Highest qualifications	58
Table 4.2.4 Duration of employment in the current position	59
Table 4.2.5 Job grading.....	60
Table 4.2.6 Region stream	60
Table 4.2.7 Why do you work for the district department you are working for?	61
Table 4.2.8 Are you considering leaving the department in the future?	62
Table 4.2.9 If you answered yes in question 8, please choose on reason	63
Table 4.3.2.1: Descriptive statistics	68
Table 4.4.1: My manager is always seeking new opportunities for the unit/department (B1).....	69
Table 4.4.2: My manager has a clear knowledge and understanding (B2) 73	69
Table 4.4.3: I get inspired by my manager's plans for the future (B3)	70
Table 4.4.4: My manager leads by acting rather than telling (B4).....	71
Table 4.4.5: My manager leads by example (B5).....	71
Table 4.4.6: My manager provides an appropriate model to follow (B6).....	72
Table 4.4.7: My manager encourages collaboration among every employee (B7) ..	73
Table4.4.8: My manager fosters teamwork (B8)	73
Table 4.4.9: My manager encourages the group to work together to achieve the same goal (B9)	74

Table 4.4.10: My manager develops a team spirit attitude among employees (B10)	75
Table 4.4.11: My manager always insists that there is room for improvement (B12)	75
Table 4.4.12: My manager always insists on best performance (B13)	76
Table 4.4.13: My manager respects my personal feelings (B15)	76
Table 4.4.14: My manager behaves in a thoughtful manner when I have personal needs (B16).....	77
Table 4.4.15: My manager makes work that looks difficult to me much easier (B18)	77
Table 4.4.16: My manager has ideas that have forced me to rethink some of my own ideas that I have never questioned before (B19).....	78
Table 4.4.17: My manager has encouraged me to look at the brighter side of all problems (B20).....	78
Table 4.4.18: My manager always gives me positive feedback when I perform well (B21)	79
Table 4.4.19: I get special recognition from my manager when I perform very well (B22)	79
Table 4.4.20: I get commendation from my manager when I perform above my average job (B23)	80
Table 4.4.21: I get personal compliments from my manager when I do outstanding work (B24)	80
Table 4.5.21: Cronbach's alpha analysis	83
Table 4.7.1: KMO and Bartlett's test.....	84
Table 4.8.1: Total variances	84
Table 4.9.1: Pattern matrix	85
Table 4.10.1: Communalities	87
Table 4.11.1: Correlation coefficient between variables.....	88
Table 4.12.2: Question 8 analysis	92
Table 4.12.3: Question 9 analysis	94

Table 4.13.1: ANOVA	97
Table 4.13.2: Post-hoc test analysis.....	98
Table 4.15.1: I intend to change from my present department to a different department within a period of three years (C1)	100
Table 4.15.2: I am satisfied and well appreciated for the work I do (C2)	101
Table 4.15. 3: If I wanted to do another job or function, I would look first at the possibilities within this department (C3)	101
Table 4.15.4: Having a job is all that matters, it does not matter if I have to work for this department or another as long as I have job (C4)	102
Table 4.15.5: If I had my way, I will definitely be working for this department for the next five years (C5)	103
Table 4.15.6: I would choose to work for another department if I could start over again (C6)	103
Table 4.15.7: I see a future for myself within this department (C7).....	104
Table 4.15.8: If I received an attractive job offer from another company, I would take the job (C8)	105
Table 4.15.9: I love my job and it is very important to me (C9).....	106
Table 4.15.10: I love working for this department (C10)	106
Table 4.15.11: I have checked out a job in another department previously (C11)....	107
Table 4.15.12: The department has an employee retention policy and strategy (C12)	107
Table 4.15.13: The department has an employee retention (C13).....	108
Table 4.15.14: Retention strategies have been considered, (C14)	108
Table 4.15.15I am not aware of any retentions policies or strategies (C15)	109

LIST OF FIGURES

Figure 1: Employee diagram.....	32
Figure 2: Roles of leadership.....	33
Figure 3: Factors that cause employee turnover	35
Figure 4: Research diagram concepts.....	47
Figure 5: Description of quantitative method.....	48
Figure 6: Data analysis methods.....	52
Figure 7: Subtypes of various forms of validity test	53
Figure 8: Construct validity (1)	63
Figure 9: Construct validity (2)	64
Figure 10: Correlation coefficient.....	88

CHAPTER 1

1.1 INTRODUCTION

The main purpose of this quantitative research study was to analyse the relationship between leadership styles and employee retention in district government departments. Retaining talented and skilled workers is the desire of any organisation in South Africa. When employees decide on working for a certain department for a longer period of time, this has an effect, whether positive or negative, but it can be identified by the characters they bring during their working period; aspects such as job satisfaction and employee job dissatisfaction. Employees are the assets of the organisation and managers play a huge role by encouraging them to carry the department's goals going forward. Leaders have a huge impact on how employees perform their duties. Effective leadership provides positive results and ensure that employees' work performance is highly recognised and monitored. Surji (2015:155) stated that "Leadership is a method whereby an individual influences a team to achieve a common goal", whereas Sharma and Shilpa (2013:309) argue that leadership is a process by which a person influences others to accomplish an objective that is likely to be direct to the organisation.

For any government department, their major role is to provide good services to the citizens and therefore includes employees within the department. To keep a handful of talented employees, it requires a good and well-planned strategy. Skills shortage has become a main discussion point in the public services (DPSA, 2006). The South African government has recognised skills shortages as a binding constraint on economic growth, and it is evident that the country lacks sufficient numbers of skilled managers (Kock & Burke, 2008:1). The government department has to approach retention and all its factors within the departments with the knowledge that employees depend on and expect to be treated equally among everyone and that the working environment also plays a role that gives employees courage to stay longer. Satisfied employees accomplish their tasks better and usually they increase their skill and expertise, which leads to high performance in the workplace (Abuhashesh *et al.*, 2019:2). This study will analyse and evaluate the relationship

between leadership styles and employee retention of a district government department.

1.2 PROBLEM STATEMENT

The lack of proper retention strategies has caused many public and private organisations to lose their valuable employees. The retention of talented and well-skilled employees for any organisations is expected to develop and sustain the long-term goals of the company. Reichenberg (2016:34-37) indicated that retaining qualified staff remains the most important workforce issue, because when the economy improves, this means that the number of jobs will increase, which gives employees more options to choose from. The shortage of skills has been identified as a hindrance to economic growth and creating jobs as a means to alleviate the poverty of millions of South Africans (Kock & Burke, 2017:1-6). Retaining the right talent in South African organisations is challenging because of skills shortages, employee mobility and imminent retirement (Masibigiri & Nienaber, 2011:1).

From the above challenges that have been identified and stated, it is clear that government departments need to implement new strategies to retain talented employees. For the purpose of this study, we will analyse and evaluate the current strategies that have been implemented to retain employees for a longer period, as the influence of leadership and management also has an impact on appointing the rightful candidates.

1.3 RESEARCH OBJECTIVES

The primary objective of this research study was to evaluate the relationship between leadership styles and employee retention in district government departments. Therefore, in order to address the research problem, the primary objective and secondary objective will be as follows:

- a) To identify the leadership styles in district government departments;
- b) To investigate the relationship of leadership styles on employee retention in district government departments;

- c) To review the current employee retention policy implemented by district government departments; and
- d) To determine whether the current leadership style strategies used by district governments departments to retain employees are effective.

1.4 RESEARCH QUESTIONS

The primary question of the study is to examine the strategy and influence that leadership has on employee retention within the district government department industry, and the primary question will be as follows: *To what extent do leadership styles influence employee retention in district government department?*

The secondary questions are as follows:

- What are the current leadership styles in the district government departments?
- Is there a relationship between leadership styles and employee retention in district government departments?
- Which strategies does the district government department use to retain its employees?
- How do district government departments implement employee retention procedures?

1.5 PURPOSE OF THE STUDY

The purpose of this research study is to evaluate and analyse the relationship between leadership style and employee retention in a district government department. The study will further examine the district government department's expectations with regard to its leadership and management contribution to the organisation.

In addition, the study will make recommendations to the district government department on how they can tackle and make improvements in achieving the expected roles of the public sector by providing a healthy working environment for all.

1.6 DELIMITATIONS AND ASSUMPTIONS OF THE STUDY

1.6.1 Delimitations

The delimitations that can be expected for this study are as follows:

- The limitation of this study is to discuss only the leadership influence on employee retention in the district government department;
- The identification for the study will be the leadership influence on employee retention in the district government department and its impacts in general;
- Data will be gathered together with the use of a survey questionnaire designed by the researcher; and
- The information will be attained using SPSS and Microsoft Excel.

1.6.2 ASSUMPTIONS

During this study, the following assumptions can be expected and the researcher assumed that:

- The selected population of the study will be able to help the researcher to answer the primary question by providing relevant information;
- The questionnaires given to the respondent are understandable and clear;
- The questionnaire will quantify what it is projected to measure in study; and
- The researcher assumed that the respondents answered the questions in a truthful and honest manner.

1.7 DEFINITION OF KEY CONCEPTS

1.7.1 Leadership styles

Leadership style is the effective role that managers play within the organisation in bringing and fulfilling the organisation's expectations. People as leaders adopt different styles for different kinds of jobs according to circumstances (Kaleem, 2013:1).

1.7.2 Employee retention

Employee retention is a process where employers retain their employees based on their skills and expertise. According to Das and Baruah (2013:8), employee retention

is an ability to retain and encourage the best employees to remain in the organisation for a long period of time. Retention strategies help organisations to provide effective employee communication to improve commitment and enhance workforce support for key corporate initiatives (Kaur,2017:162).

1.7.3 District government departments

A district department is an organisation that was designed and legalised by the state to fulfil and deliver in the needs of the citizens. The government relies on district government departments to meet the community's needs and standardise its mandate. According to Jones and Stewart (2012:346), "The role of district government has been weakened by the policies of successive governments".

1.8 RESEARCH METHODOLOGY

The current research study has implemented a quantitative research method to assist the researcher with compiling and analysing the participants' views regarding their current working environment. Questionnaires were hand delivered and distributed to the government district department and participants were also informed that filling those forms is voluntary. Methodology can be identified as an investigation of finding solutions to systematic and social problems through objective and methodical analysis (Goundar,2013:2). Several methods of data collection, such as SPSS and Excel, were also adopted to collect and gather information as well as to support all the findings that were collected during the study.

1.9. RESEARCH DESIGN

A research design is the arrangement of conditions to collect and analyse data in a manner that aims to combine relevance to the research purpose with economy and procedure that involve the structured plan to obtain the investigated question (Akhtar,2016:68). A quantitative method was applied in this study. Apuke (2017:41) describes quantitative research methods as a process that deals with quantifying and analysing variables in order to get results. Crowe(2010:2) added that quantitative data does not need interpretation, but simply manifests itself through mathematics.

The adopted research design is very appropriate for the study because the study's aim was to investigate and observe the influence of leadership on employee retention in the district government departments. The study intended to measure all the participants' responses through all the findings that will be acquired by means of calculating and analysing the process.

1.10 TARGET POPULATION

Alvi (2016:10) describes the target population as a process that involves all members who meet the particular criterion specified for a research investigation. For the purpose of this study, the population covered all employees of the Dr Kenneth Kaunda District Municipality in the Klerksdorp area, and therefore includes all the employees under human resource management and administration, from whom only 72 responses were obtained from the office district department.

1.11 SAMPLING METHOD

According to Burmeister *et al.*, (2012:271), a sample size is a section of research design that significantly affects the strength and clinical significance of the findings identified in research studies. Sample refers to a portion of the population whose aim it is to identify total quantity of the circumstances that are the subject of our research (Etikan, 2016:1), whereas Sharma (2017:749) argues that sampling is a technique that is employed by a researcher to scientifically select a reasonably smaller number of representative individuals to experiment the objectives of his/her study.

Two techniques were selected for this study's purpose, namely non-probability and convenience sampling. Non-probability surveys generally rely on purposive selection to achieve the desired sample composition while data collection is ongoing (Mercer *et al.*, 2017:260). Additionally, Taherdoost (2016:22) described convenience sampling as the sampling that selects participants because they are often readily and easily available.

1.12 DATA COLLECTION

Kabir (2016:202) defined data collection as a component of research where all fields are common and that includes physical and social sciences. According to Parveen and Showkat (2017:2), “data can be collected using various techniques and the decision about which tool to use for data collection is guided by the research question”.

According to Paradis *et al.* (2016:263-264), there are five key data collection methods:

- Questions added to surveys: The questions and surveys are ideal for documenting perceptions, beliefs, attitudes and experiences.
- Interviews: This procedure allows the researcher to gather information from the participants individually.
- Focus groups: This procedure gives the researcher a chance to gather information from groups that are created.
- Observations: This procedure gives the researcher a chance to gather information through vision and touch.
- Textual or content analysis: This procedure allows the researcher to investigate experiences and perceptions.

The study will collect data by means of the quantitative method in the form of survey questionnaires. The researcher will distribute the self-administrated questionnaires by means of hand delivery to the selected unit of analysis at the Dr Kenneth Kaunda District Municipality in Klerksdorp. The researcher will collect the responses (data) from the respondents after they have completed the questionnaire. A sealed container will be used to insert the completed questionnaire. Kabir (2016:203) further explains that quantitative data is numerical in nature and can be mathematically computed.

1.12.1 Instruments

The instruments that were used to collect data were questionnaires and they are discussed below:

1.12.1.1 Questionnaires

A questionnaire will be adopted into the study. Data can also be collected in the form of a survey questionnaire, which can also become part of general discussions (Canals, 2017:398). According to Mathiyazhagan and Nandan (2010:34), the survey questionnaire can be defined as a technique of straightforward research that is used for collecting primary data in the form of verbal or written communication. Rowley (2014:308) added that questionnaires are one of the most widely used means of collecting data and therefore many novice researchers in business management and other areas of the social sciences use research questionnaires.

Based on the definitions above on the concept of questionnaires, the researcher has decided to use questionnaires as data collection tools in the research. The questionnaire was sub-divided into three sections, i.e. A, B and C. The most beneficial part of using questionnaires to collect data is that it allows the participants to give the feedback on the questions that are provided and that gives the researcher accurate answers for the research work.

The first section, which is section A, contains the demographic information of the respondents, which gives the researcher an understanding of who these employees are, individually. The biographical information, such as gender, age, educational level and years of experience in the district government department is also acquired. The second section, which is section B, contains required information from the respondents to rank the leadership style of their managers. The section has approximately 25 questions on leadership styles, which were adapted from Podsakoff *et al.*, (1990) and Linjuan and Stacks (2013), cited in Adedamola (2016:68). In this section that contains 25 questions, 20 questions pertain to the factors of transformational leadership that involve high performance expectations, pronouncing a vision and individualised support of employees within the organisation and five questions were about the transactional leadership styles that involve a leader giving its employees positive feedback, special recognition and acknowledgement of good performance. With this information it can be noted that item 1 to 20 measure transformational leadership style, whereas 21 to 25 measure the transactional leadership style.

The last section, which is section C, covers questions related to employee retention and they were also adapted from Kyndt *et al.*(2009), Arnold (2005), Lindsey and Kleiner (2005), Kassim (2006), and Hytter (2007), cited in Adedamola (2016:70).From all the questionnaires that Adedamola (2016) adapted from previous researchers included above, they were able to formulate 11 questions that are also going to be adapted in this research study to measure employee retention.

Respondents will be asked to rate all the items on leadership style of their managers and items on employee retention ranging from 1 to 5. The scales consist of *strongly disagree*, *disagree*, *don't know*, *agree* and *strongly agree*.

For the purpose of this study, the primary data will be collected from the selected district government department in Klerksdorp by means of a survey questionnaire.

1.13 DATA ANALYSIS

According to Babak *et al.* (2016:174), “there are three pre-processing steps that prepare data for additional study namely: data entry, data cleaning and data formatting”, whereas Walliman (2011: 128) indicates that a “quantitative analysis compacts with data in the form of numbers and mathematical procedures to examine their properties”. The data analysis process works to determine whether the data points for two different groups are from the same population or if they are from different populations (2017:1). The data analysis for this study was performed in one phase, which comprises the quantitative data analysis. The aim of the selected data analysis was to analyse the variables between similar groups and all the questionnaires will be calculated and measured. The quantitative data analysis will differentiate the alterations among the variables with the help of the questionnaires dispersed to the selected district government department and arithmetical codes arrangement, whereas stands and statistics such as bar diagrams and pie diagrams will be used to outline data.

1.14 ETHICAL CONSIDERATIONS

According to Fouka and Mantzorou (2011:4), “Research ethics refers to a system of principles which can critically change previous considerations about choices and actions”.

In this research, the following ethical issues will be adhered to:

- The researcher will request the permission from the selected organisation to conduct the research and the consent forms will be attained from all the participants beforehand to give them an idea of what the research is all about.
- The researcher will have to request to conduct the research with the NWU to get access to the study and also acquire the clearance certificate and ethics number, and the proper terms and conditions of the university will also be followed by the researcher.
- The researcher will indicate in the consent form beforehand that all participants will remain anonymous as the purpose of the study is for research only.
- All the collected data from respondents will be maintained with respect and confidentiality.
- After all the data has been captured and finalised, the researcher will supply the completed report to the organisation.

1.15 OUTLINE OF THE DISSERTATION

As for the structure of the mentioned study, the researcher will follow the below structure. The proposed chapter layout will consist of:

- Chapter 1: Introduction and background to the study

The purpose of this chapter is to briefly give an overview of the entire research study; this chapter explains the purpose of the study.

- Chapter 2: Literature review.

A literature review provides some of the previous research on the same topic; it offers the researcher insight into how other researchers went about researching this topic.

- Chapter 3: Research methodology.

The research methodology is a system that gives an idea of solving the problem.

Chapter 4: Data presentation, breakdown and discussion. This is where the researcher analyses all the findings and responses from the participants. After this

stage, the researcher indicates all the problems that are linked together based on the respondents.

- Chapter 5: Conclusions.

This where all the findings that the researcher accumulated in the study are concluded. The researcher then provides feedback to the company and all the participants who were involved, and also gives a solution to the problem, if needed.

CHAPTER 2: LEADERSHIP STYLES, EMPLOYEE RETENTION AND DISTRICT GOVERNMENT DEPARTMENTS

2.1 INTRODUCTION

The previous chapter, the background of the study chosen by the researcher and general association of the entire study were discussed. The main aim of this chapter is to conduct the literature review of the study. The main theories include leadership styles, employee retention and district government departments.

This chapter's focuses on employee retention as it is a challenge that is faced by many organisations on a daily basis. Researchers have worked on this type of topic before, and many explorers have attempted to come up with solutions that can be applied to avoid employees exiting the organisation, while there is a need for those skilled workers. With regard to the above, this chapter will apply the definitions of leadership and leadership styles, together with employee retention and what strategies are being followed by district governments departments to retain their employees. Going forward, the dynamics and problems that district government departments face will also be discussed. Lastly, recommendations regarding employee retention strategies to the district government department will be provided and discussed.

2.2DISCUSSION OF THE MAJOR CONCEPTS

2.2.1 Leadership

Leadership can be described as the influence between leaders and subordinates where a leader attempts to influence the behaviour of subordinates to achieve the organisational goals (Voon *et al.*,2011:24). According to Morrill (2010:8-9), "Leadership can be defined as dynamics of an unavoidable form of social interaction between groups who are influenced amongst several features of which one is that leadership is a basic ingredient of human social organisation", whereas Wakabi (2016:412) indicated that "A capable leader provides direction for the organisation and leads followers towards achieving desired goals".

Leadership is more concerned with the performance of the organisation and how well their subordinates are taken care of. Good leadership also improves organisation performance and employees' job satisfaction, which includes controlling, planning and accountability processes. According to Khan *et al.* (2015:87), "Leadership accounts a matter of adjusting individuals towards shared objectives and engaging them to take the activities expected to contact them and the capacity to impact an individual's/bunch towards the accomplishment of shared objectives".

2.2.2 Leadership styles

2.2.2.1 Transactional leadership style

A transactional leader focuses on management tasks, and will not identify the shared values of a team, and the transactional approach is task-oriented and can be effective when meeting deadlines, or in emergencies such as when dealing with a cardiac arrest (Giltinane, 2013:36). According to Nanjundeswaraswamy and Swamy (2014:58), "Transactional leadership relies more on relationship between the leader and follower by which followers are compensated for meeting specific goals or performance criteria".

The following are the three major dimensions of the transactional leadership style: (1) contingent rewards, (2) management by exception (passive), and (3) management by exception (active) (Folakemi & Dayo, 2016:369).

2.2.2.2 Transformational leadership style

According to Giltinane (2013:37), effective transformational leadership requires trust between the leader and followers and when leading an individual, transformational leaders aim to develop their full potential by enhancing their abilities and skills by also improving self-esteem. They achieve all this by taking an interest in staff as individuals and providing tailored support. Nanjundeswaraswamy and Swamy (2014:58) indicated that "Transformational leadership style concentrates on the development of followers as well as their needs".

Transformational leaders seek to change those they lead. In doing so, they can represent sustainable, self-replicating leadership (Kabeyi,2018:192). Transformational leadership theory emphasises organisational leaders as change agents who initiate and implement new directions within organisations. However, there is limited attention to exploring the relationship between senior managers' transformational leadership and its influence on creating a culture of innovation in local government (Kim &Yoon 2015, 148-150).

According to Valero *et al.* (2014:6), "Transformational leaders can build organisational resiliency by identifying a shared vision for handling future disruptions or disasters that inspires critical actors to believe in and to work toward accomplishing said vision in a cohesive manner and with a strong mission and vision for handling future vulnerabilities, the organisation may be more resilient because there is congruency in the work efforts of all relevant actors, such as members of the organisation and community partners", whereas Caillier (2014:220) stated that "Transformational leadership can be distinguished from traditional styles of leadership, namely, transactional leadership".

Transformational leaders within organisations have the ability to create stimulating environments where members of the organisations engage with others and identify shared purposes. They can exchange ideas and find solutions to the needs of organisations and the community (Valero *et al.*, 2014:7).

2.2.2.2.1 Five key dimensions of transformational leadership style

Dimensions	Definition
Idealised influence attributes	Refer to the socialised charisma of the leader, whereby the followers feel trust, admiration, loyalty and respect for the leader.
Idealised influence behaviour	Refers to the charismatic actions of the leader, whereby individuals transcend their self-interest for the sake of the organisation and develop a collective sense of mission and purpose.
Inspirational motivation	Refers to the way in which transformational leaders energise their followers by articulating a compelling vision of the future, thereby creating

	enthusiastic excitement, raising followers 'expectations, and communicating confidence that followers can achieve ambitious goals.
Intellectual stimulation	Refers to the way in which transformational leaders question the status quo, appeal to followers' intellect, stimulate them to question their assumptions, and invite innovative and creative solutions to problems.
Individualised consideration	Refers to leadership behaviour that contributes to follower satisfaction by paying close attention to the individual needs of followers, acting as a mentor or coach, and enabling them to develop and self-actualise.

Adopted from Avolio (2000)

2.2.2.3 Laissez-faire leadership style

The laissez-faire leadership style is also known as the 'hands-off' style – the leader provides opportunities to the employees by allowing them to have the freedom and power when it comes to decision-making, resolving problems and determining goals of the organisation (Khan *et al.*, 2015:89). This leadership style allows employees to be themselves in front of their employers; they are given the freedom to express how they feel in certain situations. Leaders in this style normally allow their subordinates to have the power to make personal decisions about the work and they are free to do work in their own way as they are also responsible for their decisions, where sometimes, the leaders provide them with important material and they just involve the answers and questions, but avoid feedback (Chaudhry & Javed, 2012:259).

2.2.2.3.1 Advantages of laissez-faire leadership style

Advantages of laissez-faire leadership style	Disadvantages of laissez-faire leadership style
Freedom to choose	The group attempts to overstep the limit
No burden on the team members	Unsatisfied minorities
Sometimes independent	Team members are no longer taken seriously
The group leader hardly requires any preparation time	No responsibility
Own social structures	High danger of injury to supervision laws
There is a great deal of freedom	The group does not stick together

Adopted from Muhammad Saqib Khan et al.,(2015:89-90)

2.2.2.4 Charismatic leadership style

Charismatic leaders arouse enthusiasm and commitment in followers by articulating a compelling vision and increasing follower confidence about achieving it (Mittal, 2015:27). Charismatic leadership style can be viewed as the style that has a great influence on its followers and have good intentions in achieving the goals and vision of the organisation by creating a strong idea in the followers' mind. According to Sacavem (2017:22), "Charismatic leaders have been seen as friendly and warm but also strong, dynamic, and powerful". Charismatic leadership behaviour has much potential to enhance employee satisfaction and motivation during meetings (Brinkman, 2015).

2.2.2.5 Democratic leadership or participation leadership style

Democratic leadership can be defined as the style in which members of the group take a more participative role in the decision-making process and it works best in situations where group members are skilled and eager to share their knowledge (Ray & Ray, 2012:3)

According to Lee *et al.* (2018:105), the participative style can be defined as the willingness of leaders to closely work with their followers and involve them in decision-making to achieve daily work objectives, whereas the democratic leadership

style influences its followers by making them believe that whatever decision they are bringing to the table is valuable, and employees are informed about everything that affects their work and share decision-making and problem-solving responsibilities (Khan *et al.*, 2015:88).

2.2.2.6 Task-oriented leadership style

Task-oriented leadership style can be described as the behavioural approach in which the leader focuses on the tasks that need to be performed in order to meet certain goals, or to achieve a certain performance standard (Rüzgar, 2018:51).

According to Khuong and Hoang (2015:211), task-oriented leadership is well-defined as the degree to which a leader sets his/her followers' roles, focuses on goal achievement, and establishes well-defined patterns of communication.

2.2.2.7 Relation-oriented leadership style

According to Khuong and Hoang (2015:211), "Relation-oriented leadership illustrates the degree to which a leader shows his attention and respect for their followers, looks out for their welfare, and expresses appreciation and support". The primary concern of relations-oriented leadership is to improve relationships, increasing cooperation and teamwork, and build identification with the organisation (CemilÖrgev, 2013:3).

2.2.2.8 Servant leadership style

Servant leadership can be defined as a multi-dimensional leadership theory that starts with a desire to serve, followed by intent to lead and develop others to ultimately achieve a higher purpose objective to the benefit of individuals, organisations and societies (Coetzer *et al.*, 2017:1). Gandolfi and Stone (2018:265) suggested that "servant leadership directs its focus first on the ability of the individuals to succeed and then subsequently on the success of the mission". Being

a servant allows a person to lead; being a leader implies that a person serves. It should be noted that working from a need to serve does not imply an attitude of servility in the sense that the power lies in the hands of the followers or that leaders would have low esteem (Dierendonck, 2011:1231). For example, the servant leadership theory shares similarities with transformational leadership in the way it focuses on people and results, but is different because it focuses firstly on people and applies a different leadership intent (Coetzer *et al.*, 2017:2).

2.2.2.9 Autocratic leadership style

According to Muhammad *et al.* (2017:146), “Autocratic leadership style (AL) places more emphasis on performance and low emphasis on people and the focus of power is with the leader and all interactions within the group move towards the leader”. The autocratic style is also characterised by implementing the will of a leader, without taking into consideration the opinion of staff and they decide alone, give orders to staff and expect them to carry them out, based on unilateral, top-down communication. In order to motivate, leaders use their position to decide on the appropriate remuneration. Autocratic leaderships also make choices based on their own ideas and judgements and rarely accept advice from followers (Chukwusa, 2018).

2.3 Employee retention

2.3.1 What is employee retention?

Employee retention (ER) is a process in which the employees are encouraged to remain with the organisation for the maximum period of time or until the completion of the project (Sandhya & Kumar, 2011:1778). Employee retention can also be considered as a business management term referring to efforts by employers to retain current employees in their workforce, and the retention of employees is an important function of the HRM (Lewis & Sequeira, 2012:2-3).

Employee retention is the driving force that managers and employers use to keep the employees within the organisation for a longer period of time. The strategy

requires best efforts and it must be convincing to employees when presented to them.

Employee retention is a process that never comes to an end, whereas new ideas are to be implemented on a time-to-time basis. According to Chee Hong (2012:63), “Employee retention refers to policies and practices companies use to prevent valuable employees from leaving their job, it involves taking measures to encourage employees to remain in the Organisation for the maximum period of time. Wakabi (2016:412) indicated that “employee retention is one of the most critical issues facing managers in organisations as a result of the shortage of skilled manpower, economic growth and high employee turnover.”

The managers or seniors must have a good vision of the organisation and a proper plan that will assist them in keeping employees within their organisation. Rajnish and Chawla (2012:36) indicated that “employee retention involves taking measures to encourage employees to remain in the organisation for the maximum period of time and keeping valuable employees to the organisation minimises the risk of losing potential and skilled workers”. Cloutier *et al.* (2015:120) suggested that “the employee’s acceptance of the organisation’s vision, mission, values and policies come by way of effective leadership communication”.

According to Chandranshu and Ruchi (2012:145-146), employee retention matters are becoming increasingly important every day, as the most precarious workforce management challenges of the organisation have left employees feeling dissatisfied from the companies that they work for and this has led employees to making strategic career moves to guarantee employment that satisfies their need for security. However, Coetzee and Stoltz (2015:85) argue that “career performance and capacities in development, managing and constructing their careers in a specific work environment relate to their satisfaction with Organisational practices that influence their career success and turnover intention.”

Lewis and Sequeira (2012:4-5) indicated that the “internal changes in organisations operate in concert with the external influences to drive excessive turnover. Internal issues include structural changes within the organisation and changes in employees’ attitude about work and their employers.” Internal drivers of the retention crisis are discussed below:

- Lack of company loyalty
- A desire for challenging and useful work
- Need for autonomy, flexibility and independence
- Need for performance-based rewards
- Need for recognition for participation, accomplishments and contributions
- A desire for different kinds of benefits
- Need to learn new skills
- Career growth in all directions
- A desire to be on the leading edge
- A desire for competitive compensation
- Need for a caring, supportive environment
- Need for work/life balance.

The main aim of this study is specifically retained on the retention of the district government department employees, and a proper employee retention strategy should be implemented and followed. Therefore, employee retention can be defined as the strategy that is required to keep skilled and knowledgeable employees. Maintaining and keeping these skilled workers require time and attention as well as having the suitable strategy in place.

2.3.2 Employee retention and employee performance

Performance management is a process to ensure that employees focus on their work in ways that contribute to achieving the organisation's mission, and is indispensable for a business organisation (Zhang,2012:4). According to Jain and Gautam (2014:2), a performance management system helps employees to know exactly what is expected of them and assure line managers and strategic planners that employee behaviours will be aligned with the organisation's goals.

When an organisation sets goals to achieve, the process involves employees being efficient and effective in the process. The strategic goals of the organisation also expand. Retention starts at the top. Krishnan (2013:149) stated that retaining motivated employees is the responsibility of an organisation's governing board and leadership team. He went on to indicate that retaining good staff demands focused formal and informal policies and procedures that make retention a prime management outcome, which includes leading people towards performance goals and targets.

Khan and Ukpere (2014:663) defined performance management as a continuous interactive process in order to attain high ranks of organisational performance by which contributions are made to the effective running of teams and individual employees, whereas this system creates collective vision and understanding regarding targets and incorporates the training and development of employees in order to ensure these targets are achieved. Employees' good performance within the organisation gives an organisation a competitive advantage to be able compete in industry. Most of the organisations retain employees because of their skills and expertise, and this has a positive effect on the organisation, as employees work together with their employers to help reach the organisation's goals. The success of the organisation's strategic planning must be aligned with the performance and quality of the working environment.

In order to make use of the employee performance system to be part of the employee retention process, organisations must have a better approach that will sustain the idea of retaining talented employees. This approach will give businesses a good retention strategy and create employees' involvement, especially those with crucial skills.

2.3.3 Employee retention models

Kaur and Raipur (2017:164-168) indicated that there are three models of employee retention, namely:

- Zinger model: In this process, employees are acknowledged in the strategy planning of the organisation; they are given roles to fulfil. The model fulfils the strategy of the organisation by allowing employees to be involved, to plan and to serve their customers.

- ERC's retention model: The ERC model involves the process where employees are given a chance to learn the ways of an organisation without pressure. Motivational guidance also helps to retain employees; therefore, leaders should champion alteration and must be open to new thoughts. They should stimulate a collective visualisation of organisational direction, advance the competences of others and become a model for a behaviour that reproduces organisational standards.
- Integrated system for retaining employees: The organisation must encourage the retention philosophy through assessments and an emphasis on groups that are the inspiring and discouraging features of the culture.

Employee retention models form part of retention strategy as they guide management and leadership of the organisation with the requirements to undertake retention strategies and prioritise requirement skills to keep employees within the organisation.

2.3.4 South African employee retention policies

Public administration is characterised by a focus on rules, control, and strict procedures and inputs instead of results, while the features of public management are the innovation in service delivery, flexibility, and accountability. HRM, in particular, has been recognised as critical for improving performance in the public service. The human resource development (HRD) strategy for the public service is grounded in the knowledge that "people are the common denominator of success". The HRD strategy seeks to create among public service employees the base of skills and competencies necessary for realising effective, high-performing, and results-oriented civil servants by moving away from the transactional management of human resources and toward the measurement of key performance indicators of the successful implementation of programmes (Ruwayne & Burke, 2008:4).

According to Olckers and Du Plessis (2015:3), the current South African environment poses multiple socio-economic challenges, namely:

- “Unemployment levels are exceedingly high, especially among the youth
- The education structure is poor specifically for sections of the population whose training is either outdated or inadequate
- Although South Africa involvement unexpected levels of growth, it is about 2% relating to the 6% growth rate of other sub-Saharan economies with the result that it cannot move South Africa into reversing unemployment trends
- South Africa has a shortage of employees to occupy semi-skilled, skilled, managerial as well as professional jobs despite the large unemployment rate. Education and skills expansion could address this problem but as mentioned earlier, the national educational system failed to deliver the required results
- Although South Africa is accomplished of delivering high levels of quality, the productivity levels are extremely low and
- The labour market in South Africa is very inflexible, with little alignment between government, business and labour supported by a very broad legislative framework.”

The importance of the discussed information above is that employee retention is a challenge in South Africa and better plans need to be impacted in order to keep employees with knowledge and skills. South African government departments are facing challenges regarding employee retention and highly skilled workers are leaving for better offers; they are not sure which strategy is best to maintain their skilled workers. With reference to above statement, Thomas *et al.* (2014:82) indicated that “South Africa is experiencing a general skills crisis, especially pertaining to the retention of its top talent or knowledge workers.”

Balkaran (2013) suggested that South Africa has a need for a skilled and effective public service to deliver on the needs of National Development Plan strategies, whereas Ruwayne and Burke (2008:1) indicated that “the role of the Public Service in addressing these challenges is brought into sharp focus under the auspices of a developmental state of which the responsibilities of the Department of Public Service and Administration’s (DPSA) is to improve service delivery and to implement employment policy”.

The most important assets of the organisation are employees because they regulate the success or failure of the association in question; therefore, employee attraction and retention are noticeable challenges that frequently challenge public and private sector organisations (Balkaran, 2013).

2.3.5 Factors that lead employees to leave the organisation

District government departments are facing challenges to retain talented and skilled workers. Employees in government sectors are leaving their current working environments due to organisations failing to fulfil and satisfy their jobs, some of which they have a different view of, where they are supposed to be with their current position. With regard to this, different researchers have found that employee retention in the government sector, especially in South Africa, is indeed a struggle. Mawere and Majola (2018:77) indicated that “Public service departments in South Africa have been struggling with the issue of holding skilled employees, as they have been moving to better paying organisations in the private sector and the remaining employees tend to perform additional work until another employee is recruited.”

When employees have given all their trust to their employers with regard to their job satisfaction and job security, they do not expect to be disappointed because once the disappointment takes place; they lose interest and look for better working conditions elsewhere. According to Ahmed (2018:25), “within the employment relationship, employees exchanged their loyalty and hard work for the promise of job security, like what was existed in the public sector. In the contemporary environment, the trend toward more flexible organizational structures and the decline in job security have altered the psychological contract between the employer and the employee.”

In order to improve our understanding of the effectiveness of retention factors, it is important to relate these factors to employees’ satisfaction with them and how they influence employees’ sense of job embeddedness as an important aspect of their decision to stay or leave (Coetzee & Takawira, 2013:59-60). According to Mwami (2014:10), “employee turnover can either be voluntary by the employee leaving the organisation or involuntary by the organisation choosing to let go of the employee

through termination. A combination of this two is what constitutes employee turnover of an organisation.”

Akinyomi (2016; 108) “indicated a few factors that lead employees to leave organisation/turnover and they are 1) work environment, 2) poor remuneration packages, 3) poor interrelationship between employees and management, and (4.) lack of work progression.

✓ **Work environment**

Błoński and Jefmański (2013:158) indicated that employee job satisfaction has become an essential issue, as employees’ reaction towards customers in the company is based on a motivation system that is being used by leadership. However, Raziqa and Maulabakhsha (2014:717) suggested that increasing productivity and effectiveness requires that the company must satisfy the needs of its employees by providing good working conditions.

Creating a positive work environment

- Building trust: Trust is the essential tenant for all associations; therefore, building an environment of trust is one of the most significant things employers can do to develop a positive work environment.
- Communicate openly: By communicating openly with employees, employers are demonstrating that they value and respect every worker and that one feature of communicating openly is meeting up with the workforce and talking about the organisation’s beliefs, standards, missions and goals.
- Non-discrimination and harassment: The employers can attract and retain the most outstanding qualified people available by appointing employees without looking at race issues, colour, region, gender and sexual orientation.
- Heating and lighting issues: Companies should work in a space with some natural daylight and they should regularly check the heating, ventilation and air conditioning system performance.

- Health and safety: Organisations should provide workers with a secure, safe and a healthful workplace. All employees are entitled to work in an environment where risks to their wellbeing and safety are correctly controlled.
- Manageable workloads: Managers should maintain workloads and meet up with employees and have them rank each job for its significance to the business and level of excellence.
- Work scheduling: Employee to-do list and work shifts should be appropriate to meet business requirements and to meet the terms with appropriate laws and joint bargaining agreements (Aggarwal *et al.*, 2014: 95-97).

According to Netswere *et al.* (2005:39), “flexible working hours, a challenging job, a sense of purpose and minimal grievances between staff and employees provide a favorable work environment.”

✓ **Poor remuneration packages**

Remuneration can also be referred to as monetary or financial benefits in the form of salaries, wages, bonuses, incentives, allowances and benefits that are accrued or given to an employee or group of employees by the employer (firm) as a result services rendered by the employee(s), commitment to the organisation or reward for employment (Calvin, 2017:36). According to the Waterberg Municipality, the remuneration policy implemented in 2018 indicated that “the remuneration policy and practices must support the vision, mission, strategies as well as the objectives of the municipality as remuneration is one of the factors that influence employee behavior”.

According to the Institute of Directors of South Africa (IODSA) (2013:7), it was indicated that the King III remuneration policy provides guidelines for the implementation of the reward strategy and management processes. They went on to indicate that remuneration policies/reward should consider the following components:

- ✓ Fixed pay: Guaranteed package (salary and benefits) – the cost to company of all fixed guaranteed elements of remuneration, including the cost of all benefits, such as company contributions to pension and medical aid, leave entitlements, flexible work conditions, but excluding the cost of short- and long-term incentives.

- ✓ Variable pay: Short-term incentives – Annual bonus and (generally) cash performance-based payments. Thresholds should be set for minimum acceptable performance. Consideration should be given to ensure fairness between threshold, target and stretch incentives that relate to appropriate levels of organisational performance. It is becoming more common to defer a portion of the cash-based incentive into a long-term incentive arrangement (deferred bonus).
- ✓ Variable pay: Long-term incentives – longer-term (usually) share-based awards are retention and performance based. Retention schemes typically fall under this category. The value of total rewards (aggregate of the three components stated above) and the percentage contribution of each reward component within the total reward structure, should be set and reviewed regularly. The total reward package should be considered in determining competitiveness thereof, and the percentage composition of the three components within the total reward package should reflect the orientation on individual performance as well as organisational short- and long-term goals.

✓ **Poor interrelationship between employees and management**

Managers and employees are the main actors in any economy, and therefore their relationship and managers in the departments with their team are like a coach on the playground – they train and lead (Wael, 2015:135-137). According to Tansel and Gazioglu (2015:2), “a good management-employee relationship is necessary for the satisfactory organisation and performance of any firm and for the employees to feel engaged; and autonomy of the employees in their work domain versus hierarchical control by the management towards the aims of the firm should in balance this can affect the productivity and loyalty of the workers. For this reason, the management employee relations are important”.

✓ **Lack of work progression**

This refers to where employees are not recognised when it comes to new job offers within the organisation. According to Dobre (2013:1), “motivation and performance of

the employees are essential tools for the success of any organisation in the long run. On the one hand, measuring performance is critical to organisation's management, as it highlights the evolution and achievement of the organisation".

2.3.6 Retaining talent management employees in the organisation

According to Chitsaz-Isfahani and Boustani (2014:114), the importance of talent management can be generalised as the new marketing strategy that is entering the business industry in a new way of managing human capital and resources. Chantal and Du Plessis (2015:5) stated that "the competitive advantage of an organisation is the skills and talent that while employees are leaving the organisation, they leave with valuable knowledge and expertise gained through the organisation". Oladapo (2014:21) defined talent management as strategies that provide the background for diversity and inclusion.

Chitsaz-Isfahani and Boustani (2014:114) indicated that leaders can provide their employees with availability of education and career development opportunities, career management and service of coaching in order to maintain and satisfy them. According to Chantal and Du Plessis (2015:5), they indicated that "the impact of losing talented employees is very inflated whereas employees have been trained to use many structures that will benefit the organisation in a long run."

2.3.7 Human resources policies strategies in employee retention

A strategy to retain talented employees is one of the essential issues that companies must enforce within the organisation. Not only one factor can encourage employee retention, but main structures have to be involved in order to make it work and retain knowledgeable employees. The best method in which employers can encourage their employees to stay is by creating an environment that is suitable and accommodating towards the employee's expectations, such as policies and practices that regulate employees' rights within the organisation (Mathamaram &Kumar, 2017:2).

According to Werarathna *et al.* (2018:6), “Human resource management combines tasks that are used for proficient and operative management of employees in the organisations and where HR practices are used to accomplish employees who are aligned with human resource management.” Sandhya and Kumar (2011:1778) indicated that “the human resources functions are performed well if right people are placed at the right time.”

Balkaran (2013:18) suggested that recruiting and retaining potential employees are one of the most important procedures that HR management is tasked with to ensure that organisations are effective.

2.3.7.1 Training and development of employees

Neelam *et al.* (2014:87) describe training and development as the planned learning experiences that guide employees in how to perform their current duties. Proper training and employee acknowledgement give employees a good intention to stay within the organisation. Effective training provided keeps talented employees longer in an organisation, whereas it increases job satisfaction and organisational commitment (Chen, 2014:356).

Training and development can be regarded as investment by the organisation; the process enables employees to acquire knowledge and improve their working performance within the organisation. Neelam *et al.* (2014:88) stated that “training and development is one of the requirements of human resource management, as it can improve performance at individual and Organisational levels”. According to Hameed and Aamer (2011:224), organisations are contributing towards the employee development activities as the employees are working hard to achieve the objectives of the organisations.

2.3.7.2 Compensation

The most important influence that leads employees to accept the job offer is how he/she is going to be compensated. They also look at issues such as motivation and value systems. Fogleman and McCorkle (2013:1) indicated that “an employee does

not look only on compensation issues but much on how they are valued". The above statement shows that employees do want to be valued in order for them to perform better within the organisation; the more they are acknowledged, the more they improve their performance.

Salaries cause employees to stay or leave the organisation, but better compensation causes them stay longer and produce better results that will benefit the organisation. An ideal compensation management system will help employers boost the performance of their employees and create a more engaged workforce that is willing to go the extra mile for the organisation (Patnaik & Phandi, 2012:39).

2.3.7.3 Recruitment and selection

Engetou (2017:7) defines recruitment as the attraction that involves a large number of people available and willing to work for a particular organisation, while selection is a process whereby there is an arrangement of qualified and unqualified people who are able to meet their job and the organisation's requirements. Recruitment is the process of selecting the right person, for the right position, at the right time, and the educational qualifications, experience, abilities and skills of the individuals need to be taken into consideration when recruitment takes place (Kapur, 2018:1).

According to the report, *Managing People in a Transformed Public Service, White Paper on a New Employment Policy for the Public Service 2nd Draft* (DPSA, 1997:19), recruitment is not only the most important way in which the public service encounters its human resource ability necessities, it is also the major tool for attaining employment equity, by opening up the public service to all sections of society.

2.3.8 Employees and their values in the district department organisation

Every employee in any organisation is expected to continuously render productive service to the organisation and remain in that organisation until retirement (Akinyomi, 2016:105). Gabriela *et al.* (2015:853) argue that "employees are extremely crucial to

the Organisation since their value to the Organisation is essentially intangible and not easily replicated.”

Work values are pivotal, as they represent what is perceived as important by different individuals, as well as by generational cohorts (Jonck *et al.*, 2017:2). Employees are a key element of the organisation. The success or failure of the organisation depends on employee performance. Therefore, organisations are investing huge amounts of money on employee development. This paper analyses the theoretical framework and models related to employee development and its effect on employee performance (Hameed & Waheed, 2011:224).

According to Jeng-Wen *et al.* (2015:1), “employees’ work values change from generation to generation, so understanding employees’ work values has become a key issue for organisations aiming to achieve higher performances.” No organisation can function without employees; employees are the key drivers of an organisation. For the public or district department to function on a daily basis, employees need to be a part thereof. The Labour Relations Act, section 23 defines an employee as any person excluding an independent contractor, who works for another person or for the state and who receives remuneration and who is in any manner assisting in carrying or conducting the business of an employer (Basson *et al.*, 2009:24).

According to Basson *et al.* (2009:387-388), the employees’ duties are indicated as follows:

- Every employee must take reasonable care at work for his/her own safety.
- Employees must cooperate with an employer in the pursuit of health and safety.
- Employees must carry out lawful instruction and obey health and safety rules and procedures of the employer.
- Employees also have reporting duties; they must report unsafe or unhealthy conditions in the organisation.

The needs of employees in the organisation are crucial as they serve the organisation as a whole. Job satisfaction and benefits are one of the factors that leads employees to staying for a longer period in the organisation.

Wael (2015:135) indicated that “employees are seeds of the economy and each employee can achieve his/her goals through a job.”

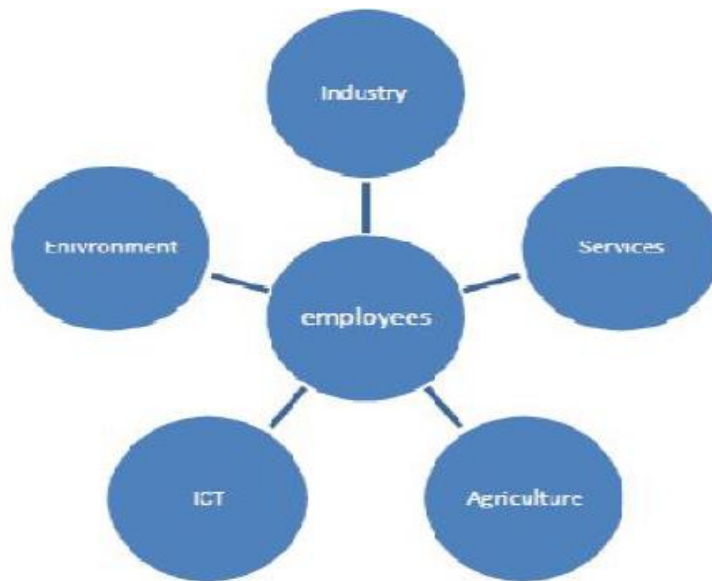


Figure 1-Adopted from Wael (2015)

These factors give a clear indication that employees carry out the tasks of the organisation as a whole. Their skills and purpose are to fulfil the company’s duties by serving the organisation and satisfying customers.

2.3.9 Roles of management/leadership in retaining employees

The management roles in employee retention have a huge impact on the organisation’s success. Retaining skilled workers requires a strong leadership influence to succeed toward their rivalry. Sareen (2016:117) stated that “the skills and styles used are inimitable and therefore, it’s time that Organisations understand the role of direct leaders and their characteristics in retention of employees.”

Management should initiate further programmes to understand why employees quit the organisation and identify the issues that attract and retain them in organisations. Job satisfaction is the key determinant of turnover intention (Reyes *et al.*, 2019:15).

Management and supervisors’ role is to ensure that they retain employees who share the same organisational goals and vision; they should lead by example in order for the organisation to achieve a common objective. Employee needs must be

timeously attended to. The department must introduce some reward techniques for tasks well done in order to build morale and retain good performers; for example, performance bonuses, pay progression and non-monetary awards (The DLG& HS: Department: Local Government & Human Settlement, North West Provincial Government, policy on retention 2014/2015).

According to Chitra (2013:65-66), “The concept employee retention adverts the ability of an organisation to retain or hold back its employees. Employee retention can be represented by a simple statistic (for example, a retention rate of 80% usually indicates that an organisation kept 80% of its employees in a given period). However, many consider employee retention as relating to the efforts by which employers attempt to retain employees in their workforce.”

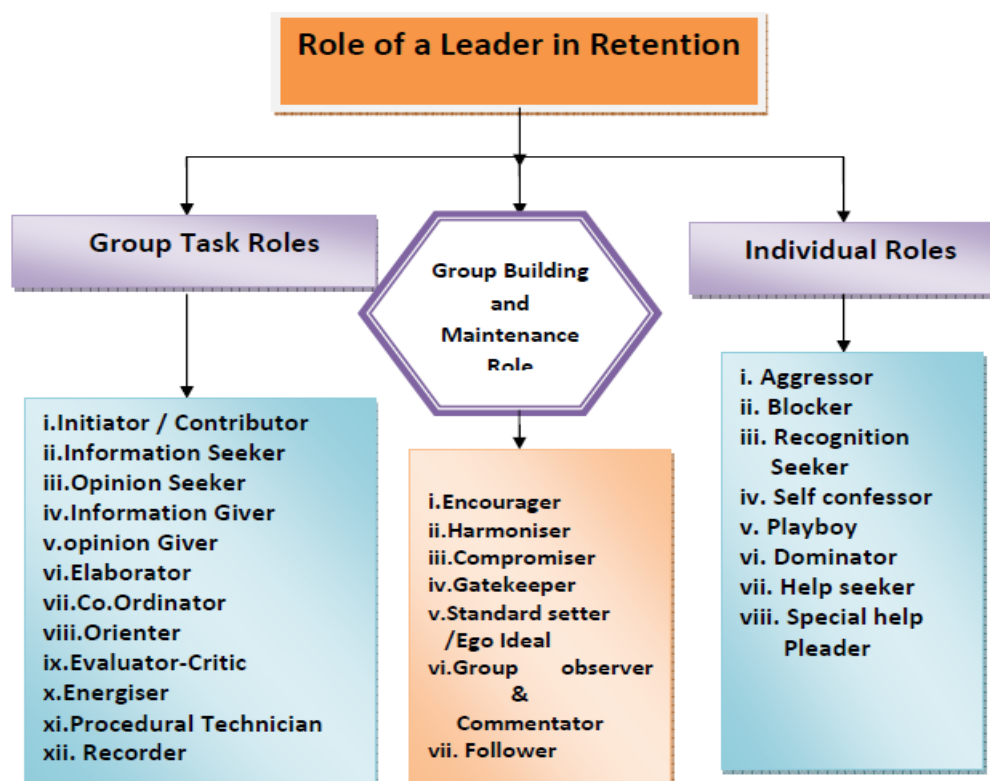


Figure 2-Roles of leadership, Adopted from Chitra (2013:66)

Sareen (2016:117) indicated that “the essential part for managers is to advance strategies by resources of which retention of the talented employees in their Organisations is potential.”

The following are some of the highlighted factors showing why retention should be taken into account:

- Management must take into consideration that the employment rate can be influenced by them increasing hiring of new workers.
- The employee's payment is becoming costly because the annual turnover has increased.
- Hiring new employees causes loss of productivity, as new employees are still adjusting to the new environment.
- Cultural influences (Sareen,2016:117).

The above matters must be taken into consideration because such matters can make a huge difference and help grow the organisation. Cultural impacts of the organisation have an effect and can affect the organisation; whereas hiring or recruiting new employees can put the organisation out of budget. Therefore, keeping their trained workers is the best decision they could have ever made.

2.3.10 Overcoming employee turnover challenges through retention in government departments

Employee turnover observation is the compulsion to accomplish organisational goals successfully; however, high turnover would bring desolation to the business in the form of both direct and indirect costs (Abdullah &Hasan, 2017:63). Employees are moving from one place to another, as their level of job satisfaction is very low. According to Zhang (2016:85), "employee turnover is a procedure of which individuals that precedes the material harvest from the organization involvement."

The influence of leadership brings the positive impacts on employees wanting to leave or stay within the organisation. The general effectiveness of the leadership style manner is that, whether employees leave or stay, the motivation and encouragement of management has an active influence.

Belete (2018:23) stated that "a strong turnover rate is always desired by the top management of organizations to ensure healthy inventive growth of organizations." Turnover usually happens voluntarily or non-voluntarily, where employees choose to

leave on their own or when an organisation removes them in terms of their own reasons.

Factors that cause employees turnover

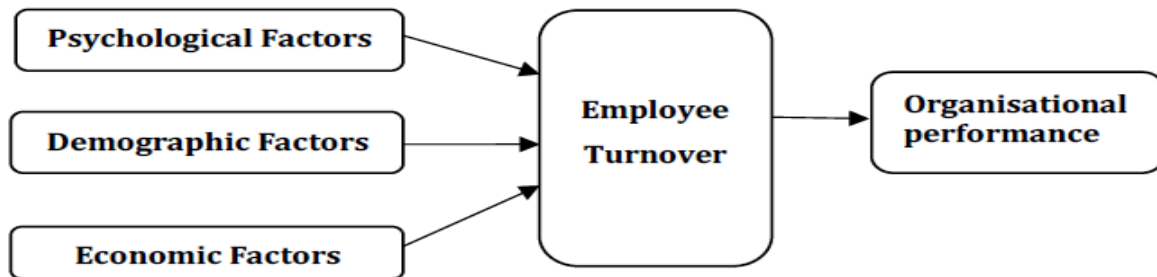


Figure- 3 Source: Ogony (2018:81) and Mote (2014:25)

- Psychological factors: The psychological factors are more related to the things that employees find unattractive, such as stress and work-overload.
- Demographic factors: The demographic factors are related to employees' surrounding areas, such as qualification and personal reasons.
- Economic factors: Employees not being promoted and the type of working environment they are currently at, is one of the economic factors that causes them to leave.

2.4 District government departments

2.4.1 What is a district government department?

The district government department is a public sector that consists of governments and all publicly controlled or publicly funded agencies, enterprises, and other entities that deliver public programmes, goods or services (Guidance, 2011:3). The district government department operates under the government and they are there to submit and fulfil all the services to the customers, who are citizens.

According to Aurora Ndreu (2016:5), the “definition of district government is that this kind of governance is an institutional and legal organisation such that ensures that people within a given territory act collectively to ensure their welfare and that it can be described as some government bodies elected by the people that have

administrative, legislative and executive functions on the territories under their jurisdiction.”

2.4.2 The role of district government in South Africa

The role of a district/public sector in South Africa or worldwide is to deliver good services to the citizens and provide good health and security to all the communities in the surrounding area. With the above in mind, the district government departments represent and deliver on behalf of the state government.

In many countries, local government is responsible for the delivery of basic services such as water and electricity supply, refuse removals, sanitation and the regulation of land use (Chigwata & de Visser, 2013:1). According to Alexander and Kane-Berman (2014:3), “local government is the first point of contact between citizens and the Government, it is the sphere of government that has the most direct impact on the day-to-day lives of South Africans”. The government and citizens put all their requirements in the district or local government’s hands, to deliver on a daily basis. Since the democratic government elections in 1994, the South African government has taken great strides in ensuring development and the promotion of economic growth through legislation and specific regulations targeted at improving the general wellbeing of its citizens (Madumo, 2015:154).

Local government public services in less developed countries continue to grapple with the challenge of effectively retaining resourceful employees, which affects the extent and quality of service provision (Kakumba & Fennell, 2014:197). The government department’s responsibility is to satisfy the needs of the citizens, including fulfilling what they are appointed to do by the state government. According to Madumo (2015:155), South African municipalities contribute to the delivery of the basic services, which include: potable water, sanitation, sustainable electricity provision and waste removal.

2.4.3 Roles and responsibilities of district government

The White Paper (1998:58) stated that the “district councils are very different entities in various parts of the country. Given the numerous different settlement types within district jurisdictions, this is not a bad thing. While a measure of consistency is

necessary across all district governments, a measure of flexibility needs to be built into the system. A variable district government system is envisaged in which districts exercise different sets of powers, their areas and the local municipalities that comprise them, depending on local circumstances.

It is visualised that the district governments will fulfil the following key roles:

- District government should be rearranged to the normal planning and improvement, which give them key responsibilities for department-incorporated development planning and economic planning.
- The role of the district government department as a substructure must continue over the retention of regional services council duties.
- The ability of district government departments is to achieve the goals of mandated assistance and their focus should be on increasing the capacity of the municipal functions.
- Where municipality departments are insufficient in their managerial capacity, the district departments should be able to provide and maintain suitable levels in legally permitted ways (White Paper,1998:58).

The main role of the district government is that they have to deliver their services to communities. Their effective management style must respond positively and be capable to meet the needs of the community. The municipality's main objective is to meet and supply in the needs of the citizens.

2.4.4 Policies/regulatory framework related to retention in South African district departments

The South African policy outlooks districts government department as key holders of the service and delivery that involves roles such as, planning, support, oversight and public engagement. The Human Resource Development Council of South Africa (HRDC, 2014:4) stated that the South African policy regulation is responsible for procedures and guidelines on the prime size of the employment for regions. The main purpose of policies and regulations by the government was to allow employers to guide their employees in the rightful and employed procedures. The South African

Republic Constitution (1996) legalised the policy to restore inequalities from the past. Burger and Jafta (2010:4) indicated that this establishment of the policy is to allow the South African constitutional right to equality.

The South African constitution was formed by the government to fulfil matters such as the Bill of Rights, freedom of speech and fair employment conditions of citizens in the government district department. The constitution entails that every person has the right to be respected in any form or manner in either the country or the workplace (The Republic of South Africa Constitution, Act 108:1996). With all the above-mentioned matters in mind, the South African Constitution has therefore implemented that procedures in the district government departments are dealt with in fair standards and measures by taking into consideration that all South African citizens are to be treated equally. The correct application procedures are to be followed by government departments.

With reference to the South African Constitution (1996), everyone living in South Africa is bound to follow all the rules and regulations; therefore, this includes everyone being treated equally and with respect.

2.4.4.1 Basic Conditions of Employment Act.

Section 86(1) of the Basic Conditions of Employment Act (No 75 of 1997) indicates that all employees are meant to be protected by the Act, except the members of the National Defence Force (Basson *et al.*, 2009:65). The purpose of the Act is to create equality between employers and employees and that fair labour practices are employed. According to Botha (2014:2056) “Government proceeds all these methods to protect employee against potential abuses by the employer through protective labour legislation.”

The main aim of the Basic Conditions Act is to give guidance with regard to employment environments and that fair labour practices are being followed when dealing with employees. The Labour Relations Act 66 of 1995 (LRA) indicated that the BCEA applies to all employees, but not independent contractors (Basson, 2009:65).

2.4.4.2 Affirmative action

According to Archibong and Odejumo (2013:1), “affirmative action policies in South Africa and other countries have been designed to address inequity and discrimination, and to manage a wide range of diversity in all spheres of life, particularly after the end of apartheid in 1994.” Affirmative action occurs whenever an organisation devotes resources (including time and money) to making sure that people are not discriminated against on the basis of their gender or their ethnic group (Crosby *et al.*, 2006:587).

In South Africa, AA is a mechanism for the redress of the injustices of apartheid. The question of discrimination was originally addressed in the definition of an unfair labour practice and was later discussed in greater detail with the promulgation of the Employment Equity Act 55 of 1998, which has the following two main aims: (1) promoting equal opportunities and fair treatment in employment through the elimination of unfair discrimination; and (2) implementing AA measures to redress the disadvantages in employment experienced by designated groups. Chapter 3 of the Employment Equity Act deals exclusively with AA. It obliges every designated employer to put in place measures to ensure that suitably qualified persons from designated groups are afforded equal employment opportunities and are equitably represented in all occupational categories and levels of the workforce (Coetzee, 2015).

The Employment Equity Act, as reference of the study, plays a crucial part in this research, as retaining employees requires fair and practical procedures; this means that proper fairness procedures must be followed, which include skilled workers being retained according to their skills for a specific job.

2.4.4.3 Skills development

The Skills Development Levies Act 9 of 1999 (SDLA) indicates that the South African economy will depend on the availability of skilled and qualified person (Basson, 2009:405-406). He goes to indicate that the Act provides the statutory basis of the funding of skills development in South Africa.

The demands of a more complex and changing economy, characterised by an escalating use of information, more complex technologies and a general rise in skills requirements of jobs, also necessitate the need for innovativeness and improved levels of applied competence (Clinton *et al.*, 2016:3). Having skilled workers in the organisation is very important. Training employees to do well in their jobs is very beneficial to the organisation, but in the end, losing these skilled workers is also a loss.

2.4.4.4 White Paper on Local/District Government Departments

The White Paper on Local Government (RSA, 1998a) was the first national policy framework for local government in the post-apartheid period. The White Paper establishes the basis for a new developmental local government system. It put forward a vision of developmental local government and outlines four characteristics of developmental local government, namely:

- Exercising municipal powers and functions in a manner that maximises their impact on social development and economic growth;
- Playing an integrating and coordinating role to ensure alignment between public (including all spheres of government) and private investment within the municipal area;
- Democratising development by building social capital through providing community leadership and vision; and
- Leading and learning by seeking to empower marginalised and excluded groups within the community (RSA, 1996).

2.4.5 Recruitment policy framework of the district department of South Africa

The South African recruitment policy requires organisations to comply with and follow the corrected guidelines when it comes to hiring and firing employees. According to Westhuizen *et al.* (2013: 206-207), “the recruitment policy stipulates broad guidelines on the way in which a public sector institution intends to deal with recruitment and that legislation in terms of recruitment is already in place, such as

Labour Relations Act 66 of 1995 and the Employment Equity Act 55 of 1998 which protects the interest of public officials during the recruitment process.”

The main aim of this policy is to ensure organisations are recruiting employees in an appropriate manner that was also established by the government, and that the fairness and standard procedure measures are also to be implemented. The selection process also needs to be aligned with the recruitment policy of South Africa at all times. In the recruitment policy of the government department, the targets should be achieving equity objectives, such as race, gender and disability (DPSA, 1997:19).

2.4.6 Why is retention so important in district government departments?

There are external and internal drivers in relation to employee retention. For example, labour market opportunity and organisational culture are the external factors that influence turnover. From an employee’s perspective, they aspire for career development, which is a primary motivational factor to remain in the organisation. External factors are beyond the employer’s control, but the employer can take some measures to improve employee retention in conjunction with the internal factors (Chen, 2014:356).

The DPSA report, “Annual performance plan” (2018/2019:8), stated that leadership in the public service is critical in the sense that it creates the ability to remove barriers, enabling people and departments to maximise their effectiveness in order to achieve organisational goals.

Retention in government departments is costly, as hiring new workers needs time and money for training. The approach in government departments is that management practices must emphasise that current employees are better taken care of to remain with them for a longer period of time.

According to the South African White Paper (1998:21), these are some of the challenges that South African municipalities are facing:

- “Great applications of taxable economic capitals in a developed areas
- Creating sustainable municipal societies to be accessible by rural areas

- Developing strategies for municipalities in urban areas for spatial combination, while running the consequences of service excesses
- Creating municipal organisations that are easily recognised and with relations between urban and rural areas.
- Types of decision-making and service delivery must be hereditary from municipalities that allows oneness urban and rural areas
- Municipalities are faced with non-existing established foundations to carry on
- The municipalities need to restructure relations between local communities they assist, this will give them an advantage of engaging with the people who are willing to serve and assist” (The South African White Paper 1998:21).

The above discussed challenges are faced by South African municipalities and some of them highlight that the importance of employee retention structures needs to be implemented by government departments. Retaining current workers for the organisation benefits them in the long run, as they will be saving cost and teaching new employees who will need to fill the gap of the previous employees. Greszler (2019:1) stated that “an effective government requires being able to attract and retain the best and brightest individuals to carry out its mission, including providing a constructive and flourishing workplace where individuals can grow and thrive.”

The Municipal System Act (2000), Guidelines for the implementation of the municipal staff regulations, indicated the retention strategies that municipalities in South Africa and managers in the human resources sector must comply with the following:

- Ensuring that there is consistency in the way in which competent staff are managed and engaged;
- Ensuring that systems and processes are structured to provide flexibility within the legal framework so that staff can be managed effectively and differently, if necessary;
- Providing supervisors with the authority to act in this regard, while offering strategic advice and support;

- Reviewing policies and procedures to ensure that they provide the measure of flexibility necessary to accommodate competent staff members; and
- Developing an accountability framework that details the boundaries within which supervisors may act to retain staff.

2.4.7 North West Province retention strategies

According to the Dr Kenneth Kaunda District Municipality Integrated Development Plan (2017-2022:51), “Municipal Mandate and Strategic Focus The mandate of the municipality, as contained in section 152 of the Constitution also serves as the municipal strategic focus areas:

- ✓ To provide democratic and accountable government for local communities;
- ✓ To ensure the provision of services to communities in a sustainable manner;
- ✓ To promote social and economic development;
- ✓ To promote a safe and healthy environment;
- ✓ To encourage the involvement of communities and community organisations in the matters of local government.

These policy statements guide the formulation and implementation of the integrated development plan and therefore every decision and action of the municipality.”

Some of the strategic goals and objectives of the Dr Kenneth Kaunda district municipality are to:

- promote physical infrastructure development and services
- promote socio-economic development
- provide environmental health services
- ensure disaster risk management
- promote integrated transport services
- promote community safety
- ensure internal municipal excellence

The Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998) (Municipal Structures Act) was enacted prior to the first democratic local government elections (LGEs) that were held on 5 December 2000. Since then, there were general LGEs held on 1 March 2006 and on 18 May 2011 (Government Gazette, 2016:21).

According to Department of Local Government & Human Settlement, Policy on Retention 2014/2015, retention is a challenge to most departments or organisations, because it requires a competitive salary, better benefits, employee involvement, advancement, development and remuneration based on performance. They went on to indicate that the policy is developed to guide the department in retaining key personnel.

According to the North West planning commission (2013:55) Provincial Development Planning, there are a number of key objectives to encourage employment in the province, identified as follows:

- Promote labour absorbing industries
- Create an environment for sustainable employment and investment attraction
- Promote competitiveness
- Strengthen capacity in the public sector to implement economic policy

**The DLG & HS: Department: Local Government & Human Settlement,
North West Provincial Government (policy on retention 2014/2015)**

Policy process for scarce skills:

- Personnel turnover may be compared with that of competitors and the labour market as a whole and areas of concern and good practice must be identified.
- In assessing the supply/demand, the department must determine the scarce/critical skills on an annual basis.
- Where scarce/critical skills have been identified, an executing authority must set the salary for a post or an employee above the minimum notch of the salary range indicated by the job evaluation outcome.

- If the job evaluation was conducted and they cannot recruit or retain an employee with the necessary competencies, the executing authority must provide reasons why such a post should be advertised at higher levels.
- Where the employee with scarce/critical skills or experience receives a higher job offer, the executing authority must give a counteroffer to retain such services.
- In cases where the employee turndown the offer, the department must interview the particular person, as there is the likelihood of honest answers, as to why he/she still wishes to leave the department.

2.5 Chapter summary

From the study's perspective, employee retention in South African district government departments has numerous disadvantages that need to be amended. The South African government has faced many challenges in terms of keeping its employees for a longer period of time.

The literature review has provided information for the district government department and the study has measured ways that are currently implemented in the organisation. It is very clear that, for employees in government departments or any organisation, job satisfaction is the main factor that causes them to leave, and employers should strive to keep them satisfied and provide a healthy working environment at all times.

CHAPTER 3: RESEARCH METHODOLOGY AND RESEARCH DESIGN

3.1 INTRODUCTION

The previous chapter gave insight into the literature review containing the impact of leadership on employee retention in the district government departments. The first chapter was concluded by discussing the characteristics of leadership and the influence it has on the district government departments.

In the following chapter, methodology will be presented along with the approach that the research study will adopt. This chapter will define all the methods that were used in the study and a quantitative research approach will also be adopted. This chapter will further explain the data collection instruments that were adopted to collect data and why it was the chosen method.

The final section of the study analysis that has been developed and utilised to measure styles of leadership, employee retention and district government departments in the chosen organisation will also be described.

3.2 RESEARCH APPROACH

The research approach that was adopted in this study is the quantitative research method. Yilmaz (2013:311) described the quantitative research method as research that involves collecting of data with the use of statistical and mathematical approaches and by involving social behaviours that can be picked up during the research study. According to Grover (2015:1), three components of a research approach are available, i.e. a philosophical world view, research design and methods of research. The quantitative research approach was used to collect and analysed all the data from the chosen population. Williams (2007:66) explains that “quantitative investigators strive for estimations that will produce results based on people and places.”

3.3 RESEARCH DESIGN

Kumar (2011:96-97) describes a research design as the plan and structure that are used to investigate and obtain answers to research questions. He went on to indicate that the procedural plan is adopted by the researcher to answer questions validly, objectively, accurately and economically.

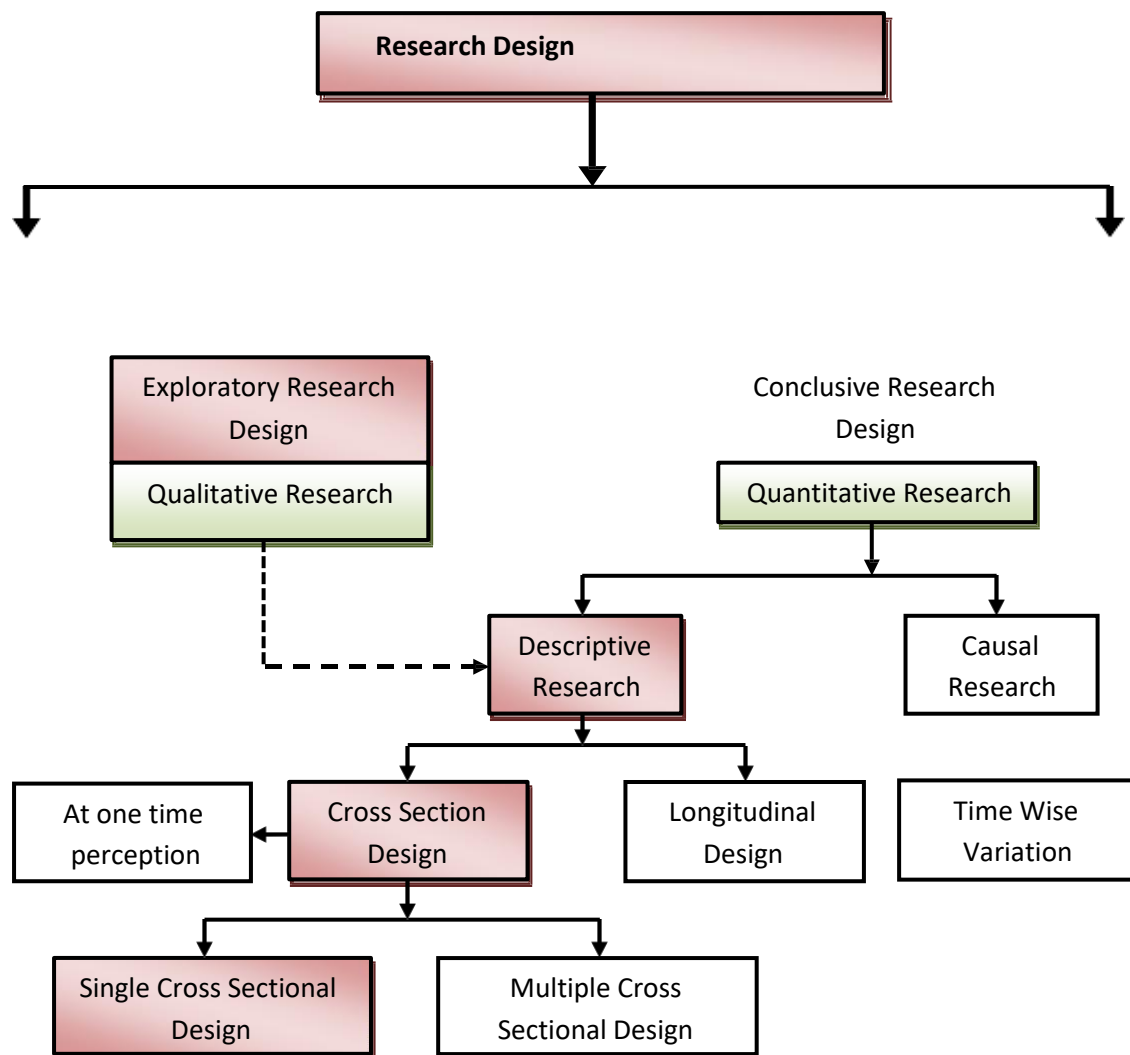


Figure 4: Research design concept

Source: Adopted from Seth Ginsburg (2011) and additions by researcher

For this research, a quantitative research design has been adopted and a cross-sectional study has been included as part of the study. According to Samar (2017:2), “quantitative technique focuses on renewed data to collect information from a large population and analysed it.” Wyse (2011:1) stated that “quantitative research is used to measure the problem by producing mathematical data to articulate facts and uncover outlines in research.”

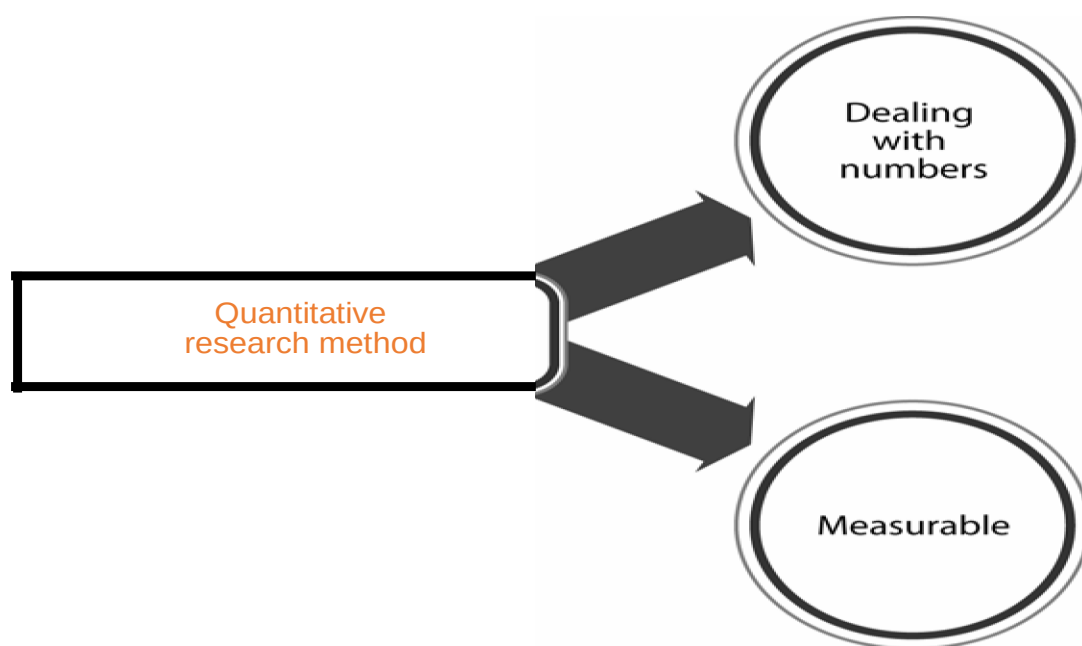


Figure 5: Description of quantitative method

Source: www.tankonyvtar.hur >CMRM6103-Research methodology

The main aim of a cross-sectional study is to obtain reliable data that allows researchers to generate conclusions and create new assumptions that can be investigated (Zangirolami-Raimundo *et al.*, 2018:356). Levin (2014:24) indicated that cross-sectional studies are carried out to investigate associations between risk factors and the outcome of interest.

The quantitative method was fully adopted and the aim of using this approach was to assess all the data that was collected by evaluating the quality of the study, which involved the analysis of all numerical numbers in the process.

3.4 RESEARCH STUDY LIMITATION

Olufowote (2017:3) indicated that the section of research limitation provides them an opportunity to the researchers to think critically and to write about the implications of the study's limitations for future research studies on the same topic. The quantitative research method requires a large number of respondents. With regard to this study, all the questions are most likely to be closed-ended questions, which were distributed to the selected organisation. The only limitation that the researcher encountered during the collection of data was that the questionnaires, which were sent out to the district government department, were 120, and only 72 responses were received back.

3.5 RESEARCH TARGET AND PROCEDURES

3.5.1 Target population

According to Banerjee and Chaudhury (2011:1), a target population is the sample that has been properly selected. The targeted population of this study comprises the employees of the Dr Kenneth Kaunda District Municipality in Klerksdorp, North West Province. The researcher distributed 120 questionnaires to the district government department of the Dr Kenneth Kaunda District Municipality.

The questionnaires that were handed over to the human resource office of the Dr Kenneth Kaunda District Municipality totalled 120 questionnaires, and 72 responses were obtained. The study included all the employees who are working at the district government department; therefore, this includes senior managers, middle managers and lower managers, as well as employees working as part of the human resources, who were given a chance to participate in the research study.

3.5.2 Sampling method

Showkat and Parveen (2017:3) define sampling as the method of selecting a representative subset of the population. They went on to indicate that the method actually determines the generalisability of the research findings. The study adopted a non-probability and convenience sampling method. According to Brick (2014:2), "non-probability samples may be suitable for making statistical implications, but the

validity of the implications reposes on the suitability of the assumptions underlying the model and how deviations from those assumptions affect the specific estimates.” Convenience sampling can be described as the normal non-probability approach where elements at hand are selected and consequently include the availability, opportunity, haphazard or unrestricted sampling method (Vehovar *et al.*, 2018:328).

3.6 DIVERSITY OF THE RESEARCH STUDY

The study accommodated all employees of the Dr Kenneth Kaunda District Municipality in Klerksdorp, North West Province. The researcher ensured that an acceptable manner was considered when distributing the questionnaires to the employees. Different categories in the district government department were involved, and include different genders, different age groups, different departments, different educational backgrounds and who have been there for a longer period of time.

3.7 DATA COLLECTION TOOLS AND PROCEDURES

3.7.1 Questionnaires

Questionnaires are a useful option to consider when conducting a postal survey, as they tend to be cheaper than personal interviewing and quicker if the sample is large and widely dispersed (Mathers *et al.*, 2009:8). According to Ahmad (2012:2-3), questionnaires can be described as the set of questions on topics that include groups of designated questions that need to answered by the respondent. He went on to indicate the following advantages of questionnaires:

- Questionnaires require fewer skills
- Less training is needed
- Cheaper in nature
- Impersonal in nature
- Pressure is less
- Anonymity

- Suitable for geographically scattered population

The questionnaires that the study used was formulated into three section explained below:

Section A: Biographical information

Section B: Principles to evaluate the relationship between leadership styles and employee retention as well as the strategies appropriate to district government departments.

Section C: Employee retention

All the questions were articulated in closed-ended manner and 120 questionnaires were delivered to the respondents, and 72 questionnaires were returned to the researcher.

3.7.2 The advantages and disadvantages of using questionnaires in research study are as follows:

Advantages	Disadvantages
■ cheap to produce and administer	■ often criticized because of the 'crude' level of measurement
■ can reach large numbers in limited time	■ often never validated
■ yield data not available by other means	■ can be fraught with bias unless well designed
■ high external validity if validated properly e.g. generalisability	

Figure 3: Advantages and disadvantages of using questionnaires

Source: Sansoni (2011:9)

3.8 DATA ANALYSIS METHODS

Data analysis is defined as a method that transforms information into a valuable business resolution-making. The following study distributed questionnaires by hand to the selected district government department, which is the Dr Kenneth Kaunda

District Municipality. In total, 72 questionnaires were returned, and they were all coded and captured on the computer using the Statistical Package for the Social Sciences (SPSS) version 15 for Windows. Nalzar (2012) described “two kinds of data analysis, namely: descriptive analysis, these are numerical values obtained from the sample that gives meaning to the data collected and inferential analysis, these are use of statistical test either to test for significant relationships among the variables.”

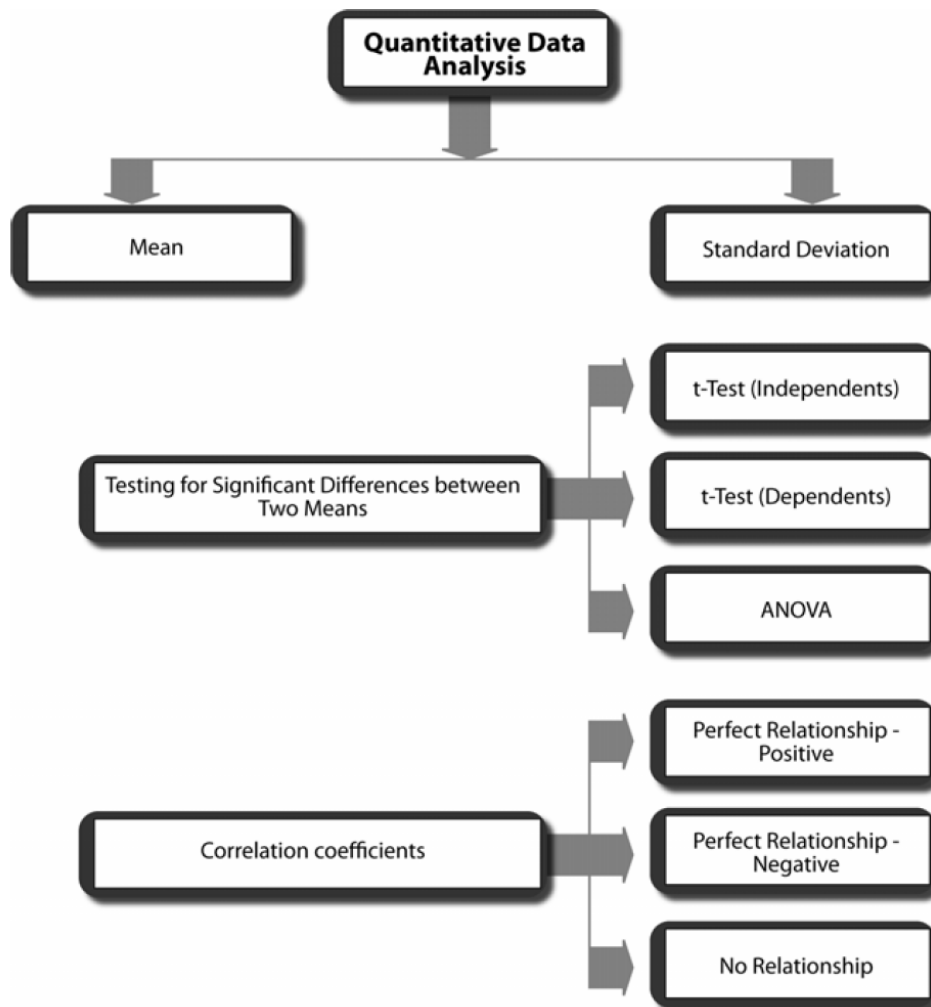


Figure 6: Data analysis methods

Source: www.tankonyvtar.hur >CMRM6103-Research methodology

The study's main aim was to uncover the relationship between leadership styles and employee retention strategies in the district government department. The data analysing system was used and adopted. The researcher's intension to use the

analysing data methods was to test and see the effectiveness of the strategy being followed by the district government department to retain their talented employees.

3.9 VALIDITY AND RELIABILITY

3.9.1 Validity

According Heale and Twycross (2017:66), validity is defined as the extent to which a concept is accurately measured in a quantitative study. Validity is used to check how well the results relate to established theories and other measures of the same concept. Different skills and behaviours of the respondents were effectively measured.

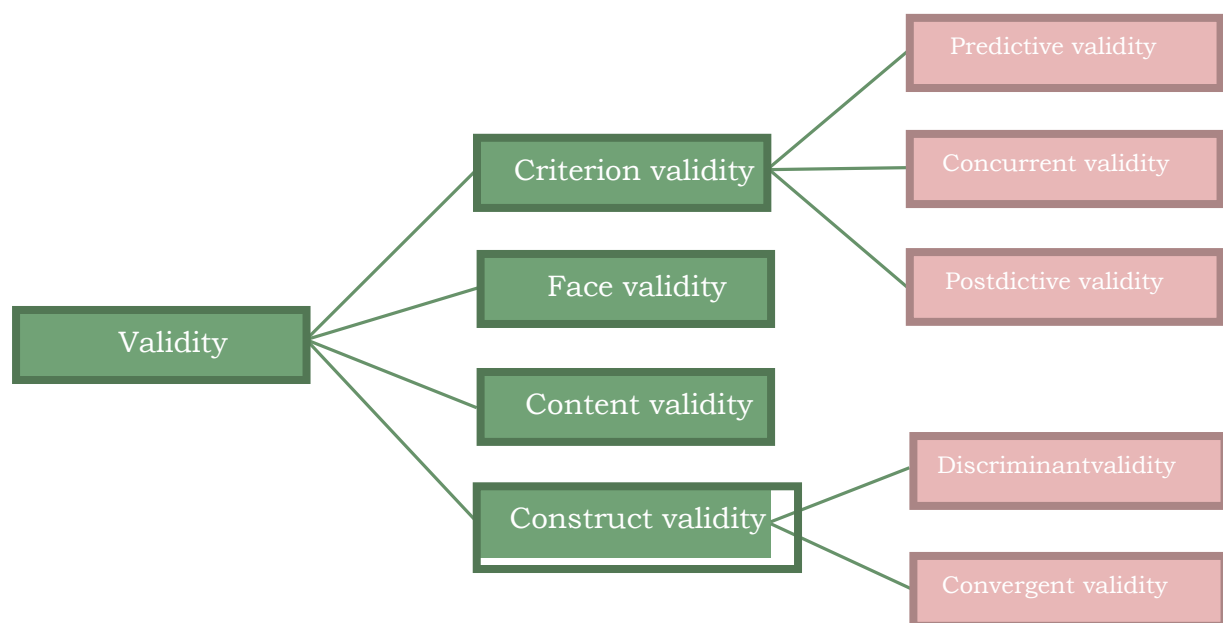


Figure 7: Subtypes of various forms of validity tests.

Source: Taherdoost (2016:29)

There are three types of evidence that can be used to demonstrate whether a research instrument has construct validity:

- Homogeneity, meaning that the tool measures one theory.

- Convergence, which occurs when the tool measures concepts similar to that of other instruments.
- Theory evidence, which is evident when behaviour is similar to theoretical propositions of the construct measured in the instrument (Heale & Twycross, 2017:66).

3.9.2 Reliability

Reliability refers to the consistency of the quantity. An assessment of reliability can be reached through different measures, where accomplices are concluding that the instrument is intended to measure the test, the incentive must have same responses while obtaining the test all time (Heale, 2015:66). When questionnaires reveal similar results when conducting the research, it is then considered reliable.

According to Livingston (2018:6), reliability is the level that takes place when the test scores are not affected by chance factors. It is the extent to which the test taker's score does not depend on:

- the specific day and time of the test (as compared with other possible days and times of testing),
- the specific questions or problems that were on the edition of the test that the test taker took (as compared with those on other editions), and
- the specific raters who rated the test taker's responses (if the scoring process involved any judgment).

3.10 ETHICAL AND CONSENT CONSIDERATIONS

Parveen and Showkat (2017:2) indicated that "ethics are the moral principles that govern a person's behaviour and may be referred to as doing what is morally and legally right in research." Research ethics were considered in this study. The main purpose of the research was not to expose the district government departments on how severely they are managing their employees' retention procedures, but instead to highlight the topics inside their structures of employee retention processes.

Before the study could take place, the study was approved by the Economic and Management Sciences Research Ethics Committee of the North -West University.

The respondents were informed in the consent form that their participation is voluntarily and that their participation is willing, and not forced. According to Scott (2013:79), “respect for the individual’s right to make decisions about themselves and their life requires that research participants are effectively and properly informed regarding the nature of the research project.” The consent form indicated to participants that the information provided by them is respected and acknowledged.

3.10.1 Permission to conduct the study

Before the study could take place, permission was requested in letter form to the municipality; attached was the consent form, the questionnaires and the ethics form from the Economic and Management Sciences Research Ethics Committee of the North -West University. All these documents were submitted to the head (the manager) of the municipality and permission was granted, therefore.

3.10.2 Anonymity and confidentiality

Anonymity and confidentiality of participation were guaranteed. The respondents were informed that their identity would never in any manner be disclosed to anyone. All participants were anonymous and there was never a section that required them to disclose their names or any personal information on the research questionnaire. The questionnaires’ copies, which were completed by the respondents, were returned to the HR officer who was assigned by the manager to collect them; they were not coded or marked in any manner to disclose the respondents’ identities.

3.11 CHAPTER SUMMARY

This chapter highlighted the quantitative methodology adopted in the research study and factors such as target population, sampling, data collection and research design were also c

CHAPTER 4: RESEARCH RESULTS AND FINDINGS

4.1 INTRODUCTION

This chapter presents the results of the analysis of quantitative research study that has commenced at the Dr Kenneth Kaunda District Municipality in Klerksdorp. The previous chapter dealt with the research methodology of the study, where the population and sample were discussed as well as the instruments used to collect data.

The main aim of this research was to determine the influence of leadership on employee retention in district government departments. In this chapter, the results were obtained from survey questionnaires and the results are presented below. This study was presented in a quantitative research manner and 72 responses were obtained.

The validity and reliability of results were analysed; this process allows the researcher to conclude all participants' responses with self-assurance and determination. The questionnaire consisted of three sections. The first section dealt with the demographic and general questions of the respondents and nine questions were included in this section. The second section had 17 questions and they were about leadership styles in the district government department. The last section was about employee retention strategies in the district government department and it had 15 questions, which were rating strategies and policies as well as management styles in the district government department. The test that was adopted to test reliability of the results was the Cronbach alpha coefficient and exploratory analysis was also adopted.

4.2 SECTION A: DEMOGRAPHIC ANALYSIS

The analysis of demographic information will be presented in terms of gender, age, highest qualification, duration of employment, job grading, region streaming, why did they work for the current department, are they considering to leave the department and lastly, if they have answered yes in 8 above, they must choose one reason why are they considering to leave.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	26	36.1	41.9	41.9
	2	36	50.0	58.1	100.0
	Total	62	86.1	100.0	
Missing	System	10	13.9		
Total		72	100.0		

Table 4.2.1: Gender of the respondents

Table 4.4.4.1 above displays the participants' responses, of which the highest numbers of respondents were females at (58.1%), when compared to males at 41.9%.

Table: 4.2.2: Age of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	5	6.9	8.1	8.1
	3	6	8.3	9.7	17.7
	4	14	19.4	22.6	40.3
	5	16	22.2	25.8	66.1
	6	7	9.7	11.3	77.4
	7	9	12.5	14.5	91.9
	8	3	4.2	4.8	96.8
	9	1	1.4	1.6	98.4
	10	1	1.4	1.6	100.0
	Total	62	86.1	100.0	
Missing	System	10	13.9		
Total		72	100.0		

The table above shows the age group categories of the district department employees. The highest numbers of respondents were in the age group between 36

and 40 years with 25.8%, 31 to 35 years at 22.6% and 46 to 50 years at 14.5%. 11.3% were in the age group between 41 and 45 years, while 9.7% were in the age group between 23 and 30 years. 8.1 percent were in the age group between 21 and 25 years, and 4.8% were the age group between 51 and 55 years. The lowest group percentages were between 56 and 60 years and 60 years and more, at 1.6%.

It was important for the researcher to ask about age when doing employee retention. The age gap gives the researcher more understanding about current employees, where employee retention is a concern. In the table illustrated above, it shows that the employees who are under human resources and administration of the district department are between the ages of 31 and 35 years and 46 and 50 years, whereas the rest of the employees fall under the other age groups.

Table 4.2.3: Highest qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	3	4.2	4.2	4.2
	2	13	18.1	18.1	22.2
	3	40	55.6	55.6	77.8
	4	10	13.9	13.9	91.7
	5	3	4.2	4.2	95.8
	6	1	1.4	1.4	97.2
	7	2	2.8	2.8	100.0
	Total	72	100.0	100.0	

The table above illustrates the qualifications of respondents of which the majority of the respondents have acquired diploma and certificate (55.6%), followed by the respondents with grade 12 (18.1%), and 13.9% with a degree qualification. 4.2% of the respondents have either grade 10 or a master's degree, while respondents with a other qualification are at 2.8%, and the lowest number of respondents were at 1.4% with a doctorate degree.

The district department has more diploma and certificates employees; this information was useful to the researcher as a comparison between qualification in hand and employees considering leaving.

Table 4.2.4: Duration of employment in current position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	24	33.3	33.8	33.8
	2	14	19.4	19.7	53.5
	3	14	19.4	19.7	73.2
	4	5	6.9	7.0	80.3
	5	2	2.8	2.8	83.1
	6	6	8.3	8.5	91.5
	7	2	2.8	2.8	94.4
	8	3	4.2	4.2	98.6
	10	1	1.4	1.4	100.0
	Total	71	98.6	100.0	
Missing	System	1	1.4		
Total		72	100.0		

The participants were asked about their duration of employment within the district department and the majority (33.8%) have been employed by the district government for a period of five years or less and between six and 10 and 11 and 15 years (19.7%).8.5 % have been working there for 26 to 30 years, 7.0% have been working there for a period of 16 to 20 years. Another group of respondents indicated that they have been working with the district department for a period of 36 to 40 years at 4.2%, and 2.8% for a period of 31.35 and 21.25 years. The lowest numbers of respondents have been working with the district department for more than 46 years, at 1.4%.

The duration of employment was fundamental to be part of the questions, as it gave a clear answer to the researcher on how long employees have been occupying the same position in the same department and the reasons related to employee retention.

Table 4.2.5: Job grading

		Frequency	Percent	Valid percent	Cumulative percent
Valid	1	41	56.9	57.7	57.7
	2	12	16.7	16.9	74.6
	3	8	11.1	11.3	85.9
	4	2	2.8	2.8	88.7
	6	8	11.1	11.3	100.0
	Total	71	98.6	100.0	
Missing	System	1	1.4		
Total		72	100.0		

Figure 4.4.5.1 above revealed that mainstream of respondents are general employees (57.7%), while 16.9% were in junior management. Furthermore, 11.3% were employees who are in the middle and others, 2.8%, were senior management of respondents. In terms of job specification with regard to the department, the majority of employees in the district department are general employees, but it should be considered and evaluated in the future. This will give the district department an idea to undertake all the job evaluation processes and implement new ways to balance all the employees' job specifications.

Table: 4.2.6 Region-stream

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	27	37.5	39.7	39.7
	2	19	26.4	27.9	67.6
	3	17	23.6	25.0	92.6
	8	5	6.9	7.4	100.0
	Total	68	94.4	100.0	
Missing	System	4	5.6		
Total		72	100.0		

The summary information of Table 4.4.6.1 shows the region stream of the respondents of the district department with the lowest percentage of 7.4% for other departments, with the highest percentage of 39.7% for the human resources department, 27.9% for the administration department, and 25.0% for the finance department, with a total of four who decided not to answer, at 5.6%.

The main aim of the research was to evaluate the relationship between leadership styles and employee retention in the district department and the percentages per department will assist the researcher to be able conclude and analyse the data and obtain all the necessities to complete the research.

The higher percentage of the human resources department gives a strong acknowledgement that employee retention is more concerned and related to human resources, which shows that the district department is complying with the terms and regulations of human resources.

Human resources remain an irreplaceable and indispensable asset for any organisation; organisational competitiveness depends on selecting and retaining talented human resources (HR) and HR management practices play a critical role to ensure long-term employment (Okbagaber,2019:158).

Table 4.2.7: Why do you work for the district department that you are currently working for?

		Frequency	Percent	Valid percent	Cumulative percent
Valid	1	25	34.7	35.2	35.2
	2	19	26.4	26.8	62.0
	3	9	12.5	12.7	74.6
	4	9	12.5	12.7	87.3
	5	9	12.5	12.7	100.0
	Total	71	98.6	100.0	
Missing	System	1	1.4		
Total		72	100.0		

In the section above, the participants were asked to indicate why they are currently working for the district department. The higher percentage of respondents indicated that they like their jobs (35.5%), with 26.8% who indicated that they want to make a difference, while 12.7% indicated that they are working for job security, and that they are working for money and benefits as well as that they have not found something they like.

The aim of this section was to determine the employees' job satisfaction with the district department and the majority indicated that they do like their job, while 12.7% were less impressed. For this matter, the district department must consider employee job satisfaction evaluations to allow them to get a clear indication as to why some of the employees are not satisfied and give the employees a platform to express themselves. This shows that the department must implement employee job satisfaction and involvement properly.

**Table 4.2.8: Are you considering leaving the department in the future?
Klerksdorp and Orkney area district?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	44	61.1	62.0	62.0
	2	27	37.5	38.0	100.0
	Total	71	98.6	100.0	
Missing	System	1	1.4		
Total		72	100.0		

For this section, participants were asked if they are considering leaving the district department. 62% of respondents are considering leaving, while 38% of participants are not considering leaving.

The higher percentage of 62% who indicated they want to leave shows that the department urgently needs an employee retention strategy that they could implement to retain its workers. The district department must establish key objectives of retention within their department.

Table 4.2.9: If you have answered yes in 8 above, please choose one reason why you are considering leaving

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	32	44.4	60.4	60.4
	2	2	2.8	3.8	64.2
	3	5	6.9	9.4	73.6
	4	2	2.8	3.8	77.4
	7	12	16.7	22.6	100.0
	Total	53	73.6	100.0	
Missing	System	19	26.4		
Total		72	100.0		

It can be anticipated that the district department lacks the employee retention strategy to keep their workers; based on the percentage of participants who indicated reasons for leaving will be about better employment opportunities somewhere, which was at 60.4%. 22.6% indicated that their reason for leaving will be for retirement, 9.4% indicated that their reason for leaving will be about pursuing their studies, and lastly 3.8% indicated that it will be for starting their own businesses and working for the private sector.

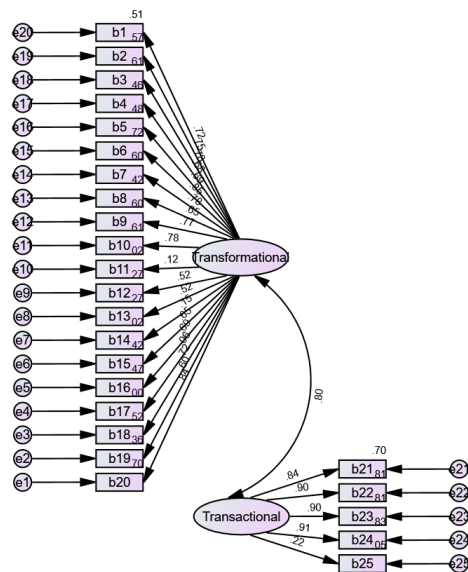
4.3 SECTION B: LEADERSHIP STYLES

4.3.1 Construct validity

The questionnaire in section B consisted of 25 questions, of which the first part, from question 1 to 20, measures transformational leadership style, and 21 to 25 measure the transactional leadership style.

Analysis was made between question 1 to 20 and 21 to 25, where it has been found that items did not load significantly on their respective factors.

The following graph illustrates the first analysis test that was completed:



The above detailed analysis is the interpretation of the transformational leadership and transactional leadership style of section B. On the graph, questions 11, 14, 17 and 25 were the problematic ones according to the test analysis that was made. Below is the factor analysis of the regression weights between questions 1 and 25:

Table 4.3.1.1: Regression weights (group number 1 –default model)

		Estimate	S.E.	C.R.	P	Label
b20 <---	Transformational	1.000				
b19 <---	Transformational	.740	.135	5.487	***	
b18 <---	Transformational	.895	.127	7.050	***	
b17 <---	Transformational	.075	.166	.453	.651	
b16 <---	Transformational	.899	.136	6.606	***	
b15 <---	Transformational	.881	.145	6.084	***	
b14 <---	Transformational	.196	.158	1.239	.215	
b13 <---	Transformational	.565	.122	4.646	***	
b12 <---	Transformational	.570	.123	4.622	***	
b11 <---	Transformational	.142	.138	1.024	.306	

			Estimate	S.E.	C.R.	P	Label
b10	<---	Transformational	.911	.116	7.873	***	
b9	<---	Transformational	.903	.116	7.785	***	
b8	<---	Transformational	.790	.129	6.141	***	
b7	<---	Transformational	.910	.116	7.853	***	
b6	<---	Transformational	1.045	.116	8.998	***	
b5	<---	Transformational	.864	.130	6.656	***	
b4	<---	Transformational	.814	.126	6.462	***	
b3	<---	Transformational	.991	.126	7.873	***	
b2	<---	Transformational	.831	.110	7.523	***	
b1	<---	Transformational	.900	.129	6.971	***	
b21	<---	Transactional	1.000				
b22	<---	Transactional	1.127	.113	9.948	***	
b23	<---	Transactional	1.074	.108	9.966	***	
b24	<---	Transactional	1.133	.112	10.121	***	
b25	<---	Transactional	.291	.163	1.786	.074	

From the above table, it is found that questions 11, 14, 17 and 25 did not load significantly on their respective factors. Any regression weight that is below 0.3 is considered to be very low according to the test. Question 11 indicates that the regression weight is at .306, question 14 at .215, question 17 at .651 and question 25 at .074, and this shows that the p-value of the mentioned questions is not significant.

Questions 11, 14, 17 and 25 did not load statistically significantly, which means that these should be removed in order to allow all the questions to fit according to the questionnaire.

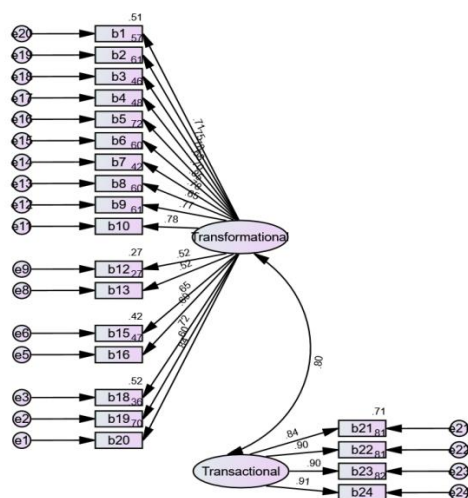
The following tables indicate the CMIN/DF model, the CFI model and the RMSEA that were conducted on the questionnaire. It was found that the model test does not correspond to the expected level. CMIN/DF of the question from 1 to 25 was 2.132, RMSEA was .126, with 90% CI [.112 ; .140], whereas the CFI model was .750, which is considered to be the lower level, which is unacceptable.

Because the Chi-square test is viewed by some as an overly strict indicator of model fit, given its power to detect even trivial deviations from the proposed model (Hancock & Mueller, 2010), Mueller (1996) suggested that the Chi-square test statistic be divided by degrees of freedom. The model yielded a minimum sample discrepancy divided by degrees of freedom (CMIN/DF) value of 4.463. Interpretation

of the size of this value depends to a large extent on the viewpoint of the investigator, but in practice some interpret ratios as high as 3, 4 or even 5 as still representing a good model fit (Mueller, 1996). It is, however, considered good practice to report multiple fit indices, typically from three broad classes (Hancock & Mueller, 2010). Mueller (1996) and Hair *et al.* (2010) described values of above 0.9 as indicative of a good overall fit for a comparative fit index. A relatively acceptable comparative fit index (CFI) of 0.87 was found for the model, while a root mean square error of approximation (RMSEA) value of 0.09 with a 90% confidence interval of [0.08; 0.10] was obtained. Blunch (2008) stated that models with RMSEA values of 0.10 and larger should not be accepted.

After all the tests were conducted and finalised, it was then found that questions 11,14,17 and 25 do not fit on the analysis factor and this led to a new test being instructed and measured.

The new paragraph factor analysis of section B



The interpretation of the paragraph above measures the confirmatory factor analysis of section B; all the insufficient questions were removed in this manner, which are questions 11, 14, 17 and 25. The new construct of the factors analysis is discussed below with the confirmatory factor analysis (CFA) that was used to compare the construct validity of the section B between transformational and transactional

leadership style. Below are the tables of all the factors analyses that took place. All items load statistically significantly on their respective factors

Model	NP	PAR	CMIN	DF	P	CMIN/DF
Default model	64		421.189	188	.000	2.240
Saturated model	252		.000	0		
Independence model	21		1399.495	231	.000	6.058

The CMIN/DF went from 2.132 to 2.240, which indicates the comparison between the previous analyses to the new analysis. To be able to test validity and reliability, CMIN/DF was supposed to be tested in order to get the value that is acceptable.

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.699	.630	.808	.755	.800
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

The CFI moved from .750 to .800 and the acceptable value is above 0.8.

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.132	.115	.149	.000
Independence model	.267	.254	.280	.000

The use of RMSEA is to measure the average of the residual variance and covariance. The good RMSEA values have models that are less than 0.08. The previous RMSEA was at .126 and the current one is at .132, still not acceptable, but two out of three is acceptable.

4.3.2 Reliability analysis

The reliability of results was analysed; this process allows the researcher to conclude all participant responses with self-assurance and determination. The section consists of two parts, where part 1 of section B has 17 questions, which are about transformational leadership style, and four questions that are about

transactional leadership style. The test that was adopted to test the reliability of the results was the Cronbach alpha coefficient.

Table 4.3.2.1: Descriptive statistics

Descriptive statistics					
	Cronbach's alpha	Minimum	Maximum	Mean	Std. Deviation
LS_Transformational	0.943	1.00	5.00	3.4089	0.81550
LS_Transactional	0.936	1.00	5.00	3.2361	1.06966

In the table above, it shows the quantity of 0.943 that was attained for LS_Transformational using Cronbach's alpha analysis. The amount of 0.943 indicates that the LS_Transformational was valid and reliable. Cronbach's alpha is a test reliability technique that requires only a single test administration to provide a unique estimate of the reliability for a given test and it is the average value of the reliability coefficients one would obtain for all possible combinations of items when split into two half-tests (Joseph & Rosemary,2003:84). According to Mohsen and Dennick (2011:54), squaring this correlation and subtracting from 1.00 produce the index of measurement error.

The analysis of the above table also indicates the Cronbach alpha values of the LS_Transactional at 0.943, which shows that they are reliable, as the allowed values range between 0.70 and 0.95 (Mohsen &Dennick,2011:54).

With all the descriptions and interpretations that were attained during the test comparison, the factor analysis indicates that employees of the district government department prefer transformational leadership style over transactional leadership style, and therefore the Cronbach alpha test revealed this in the table above. The factors and employees 'perspective with regard to leadership style in their district government department are compared between the two leadership style elements and their main preferences are revealed in the findings.

4.4 DESCRIPTIVE STATISTICS RESULTS FOR SECTION B

Table4.4.1 (B1): Manager seeking new opportunities for the unit/department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	10	13.9	13.9	13.9
	2	9	12.5	12.5	26.4
	3	23	31.9	31.9	58.3
	4	24	33.3	33.3	91.7
	5	6	8.3	8.3	100.0
	Total	72	100.0	100.0	

The table above illustrates that a total number of 8.3% are the ones who strongly agree with the management leadership style of seeking opportunities outside the department, while 33.3% are just agreeing. 31.9% are not aware of any managers seeking opportunities outside, 12.5% disagree with the statement above, while 13.9% strongly disagree. The total number of participants who showed strong disagreement (13.9%) proves that there are no opportunities that are being introduced in the department, and this shows that employees are not convinced with the current leadership style in the department, again with 33.3% of respondents agreeing that indeed management does seek new opportunities outside to grow the department. This gives an idea that management of the district department are working hard to improve and introduce new leadership styles on a given time.

Table4.4.2 (B2): Knowledge and understanding of where the department is going in the near future

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	3	4.2	4.2	4.2
	2	9	12.5	12.5	16.7
	3	23	31.9	31.9	48.6
	4	27	37.5	37.5	86.1
	5	10	13.9	13.9	100.0
	Total	72	100.0	100.0	

Participants were asked if management of the district department have clear knowledge and understanding of where the department will be in the future and a majority of 37.5% agreed that management know and understand where the department will be, and 31.9% indicated that they are not sure if management know or not. The smallest number of participants, at 13.9%, strongly agreed, while 12.5% of participants disagreed, and 4.2% strongly disagreed with the statement.

Table 4.4.3 (B3): I get inspired by my manager's plans for the future

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	8	11.1	11.3	11.3
	2	9	12.5	12.7	23.9
	3	18	25.0	25.4	49.3
	4	28	38.9	39.4	88.7
	5	8	11.1	11.3	100.0
	Total	71	98.6	100.0	
Missing	System	1	1.4		
Total		72	100.0		

The table above has proven that 39.4% of respondents agreed with the fact that they are inspired by management's plans for the future, 11.3% agreed, though 25.4% do not know. The marginal (12.7% and 11.3%) responded that they disagree and strongly disagree. According to Kolzow (2014:11), a leader must communicate to his or her followers and give direction to move forward, which requires vision on the part of a leader and the ability to guide people toward a common goal.

Employees are to be taken care of within the department, which means that they are to be involved by their leaders when plans such as implementing and making changes that affect their wellbeing are to be handled in a good manner, and therefore the higher percentage of 39.4% agreed, confirming that the district department eventually considers and practises employee involvement.

Table4.4.4(B4): My manager leads by acting rather than telling

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	8	11.1	11.1	11.1
	2	5	6.9	6.9	18.1
	3	21	29.2	29.2	47.2
	4	31	43.1	43.1	90.3
	5	7	9.7	9.7	100.0
	Total	72	100.0	100.0	

The managers' behaviour was found to be highly noticed at 43.1%, where respondents agreed that their managers lead by acting rather than telling, while 9.7% strongly agreed and 29.2% stated that they do not know.11.1% of participants strongly disagreed with the statement that managers lead by action and not by telling, as well as the smallest number of 6.9% who also disagreed.

Table4.4.5 (B5): My manager leads by example

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	4	5.6	5.6	5.6
	2	15	20.8	21.1	26.8
	3	12	16.7	16.9	43.7
	4	29	40.3	40.8	84.5
	5	11	15.3	15.5	100.0
	Total	71	98.6	100.0	
Missing	System	1	1.4		
Total		72	100.0		

The table above was about managers leading by example in the district department.21.1% of respondents disagree, 5.6% stated that they strongly disagree – they indicated that they sensed that managers were not leading by example,

whereas 16.9% responded that they do not know.40.8% stated that they do agree that managers are leading by example, while 15.5% strongly agree with the statement.

Table4.4.6 (B6): My manager provides an appropriate model to follow

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	4	5.6	5.6	5.6
	2	14	19.4	19.7	25.4
	3	13	18.1	18.3	43.7
	4	29	40.3	40.8	84.5
	5	11	15.3	15.5	100.0
	Total	71	98.6	100.0	
Missing	System	1	1.4		
Total		72	100.0		

The narrative of the sample above was about the managers being able to provide an appropriate model for employees to follow and the majority of participants indicated that they agree with the statement above, with 40.8%, 15.5% strongly agree, while 18.3% state that they do not know.19.7% disagree with the statement, and 5.6% strongly disagree.

For employees to be able to fulfil their duties without any hiccups, a model that they must follow should be provided to them, which will give an organisation a better chance to compete with and beat their rivals.

Table 4.4.7(B7): My manager encourages collaboration among every employee

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	4	5.6	5.6	5.6
	2	7	9.7	9.7	15.3
	3	18	25.0	25.0	40.3
	4	29	40.3	40.3	80.6
	5	14	19.4	19.4	100.0
	Total	72	100.0	100.0	

The table above contains the results acquired after participants were asked if their manager encourages collaboration among them, and 40.3% revealed that they do agree with the statement, while 19.4 strongly agree with the statement, but 25.0% indicated that they have no idea, whereas 9.7 % disagree and 5.6% strongly disagree.

Employee teamwork strengthens the organisation's wellbeing. The results revealed that most of the participants agree with the statement above. Collaboration is another process that improves manpower utilisation and potentially raising performance of not just the individuals, but ultimately also the organisation, because it can expand the output of individuals through collaboration (Phina *et al.*, 2018:175).

Table 4.4.8(B8): My manager fosters team work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	5	6.9	6.9	6.9
	2	10	13.9	13.9	20.8
	3	18	25.0	25.0	45.8
	4	28	38.9	38.9	84.7
	5	11	15.3	15.3	100.0
	Total	72	100.0	100.0	

The question asked above was whether participants' management promotes team work among them, and the results revealed that most of the contributors agree with the statement above (38.9% and 15.3%). 25.0% do not know, while 13.9% disagree and 6.9% strongly disagree.

Since 38.9% is the highest percentage of participants who are agreeing, this shows that indeed managers at district government department do foster teamwork among employees. It has been observed that an engaged employee is well aware of the business context, and works well with the colleagues to improve performance within the job for the benefit of the organisation (Choudhury & Mohanty, 2018:290).

Table 4.4.9 (B9): My manager encourages the group to work together to achieve the same goal

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	2.8	2.8	2.8
	2	10	13.9	13.9	16.7
	3	14	19.4	19.4	36.1
	4	28	38.9	38.9	75.0
	5	18	25.0	25.0	100.0
	Total	72	100.0	100.0	

Majority of respondents indicate that management does encourage group work to achieve goals (38.9% and 25%). Therefore, it is only the lowest number of respondents who disagree (13.9% and 2.8%), 19.4% state that they do not know.

Table 4.4.10(B10):My manager develops a team spirit attitude among his/her employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	3	4.2	4.2	4.2
	2	10	13.9	13.9	18.1
	3	15	20.8	20.8	38.9
	4	30	41.7	41.7	80.6
	5	14	19.4	19.4	100.0
	Total	72	100.0	100.0	

The employees seem to agree with the statement as the highest number of respondents agreed (41.7%), 19.4% strongly agree, whereas 20.8% do not know.13.9% disagree and 4.2% strongly disagree.

The encouragement and team building by management are being recognised by employees based on the *mostly agree* at 41.7%.

Table 4.4.11(B12): My manager always insists that there is room for improvement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	3	4.2	4.2	4.2
	2	8	11.1	11.1	15.3
	3	19	26.4	26.4	41.7
	4	31	43.1	43.1	84.7
	5	11	15.3	15.3	100.0
	Total	72	100.0	100.0	

The table above showed that 43.1% agree, 15.3% strongly agree, 26.4% state that they do not know, 11.1% disagree and 4.2% strongly disagree. Most of the respondents indicated that they do agree with the management of the district department by allowing them to improve in their jobs.

Table 4.4.12(B13): My manager always insists on best performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	2.8	2.8	2.8
	2	7	9.7	9.9	12.7
	3	15	20.8	21.1	33.8
	4	32	44.4	45.1	78.9
	5	15	20.8	21.1	100.0
	Total	71	98.6	100.0	
Missing	System	1	1.4		
Total		72	100.0		

In the table above, it can be seen that 45.1% and 21.1% are the highest numbers where respondents agree and strongly agree. 21.1% state that they do not know, whereas 9.9% disagree and 2.8% strongly disagree.

Table 4.4.13(B15): My manager respects my personal feelings

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	9	12.5	12.5	12.5
	2	11	15.3	15.3	27.8
	3	18	25.0	25.0	52.8
	4	22	30.6	30.6	83.3
	5	12	16.7	16.7	100.0
	Total	72	100.0	100.0	

The table above illustrated that most of the respondents (30.6%) agree with the fact that their managers respect their personal feelings, 16.7% strongly agree and 25.0% they do not know. The percentage that strongly disagrees is 12.5%, with 15.3% that disagree. Walker (2014:5) stated that respect can present itself in many different forms and ideas; however, these can change depending on where you are located

and that there are always variations in how teams of managers define it, but respect typically includes the same overarching concepts.

Table 4.4.14(B16): My manager behaves in a thoughtful manner when I have personal needs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	8	11.1	11.1	11.1
	2	5	6.9	6.9	18.1
	3	17	23.6	23.6	41.7
	4	28	38.9	38.9	80.6
	5	14	19.4	19.4	100.0
	Total	72	100.0	100.0	

Most of the respondents show that they strongly agree (19.4%), while (38.9%) agree and 23.6% state that they do not know.11.1% strongly disagree with the statement above, whereas 6.9% disagree.

Table 4.4.15(B18): My manager makes work that looks difficult to me much easier

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	5	6.9	7.0	7.0
	2	18	25.0	25.4	32.4
	3	16	22.2	22.5	54.9
	4	24	33.3	33.8	88.7
	5	8	11.1	11.3	100.0
	Total	71	98.6	100.0	
Missing	System	1	1.4		
Total		72	100.0		

The table above demonstrates that 33.8% agree, 11.3% strongly agree, when 22.5% state that they do not know.25.4% disagree, while 7.0% strongly disagree.

With 25.4% of respondents disagreeing and 33.8% agreeing with the statement, this reflects that there is a high chance of difficulties among management and employees. It is unclear whether employees feel that managers do not consider their feelings.

Table 4.4.16(B19): My manager has ideas that have forced me to rethink some of my own ideas that I have never questioned before

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	7	9.7	10.0	10.0
	2	13	18.1	18.6	28.6
	3	22	30.6	31.4	60.0
	4	21	29.2	30.0	90.0
	5	7	9.7	10.0	100.0
	Total	70	97.2	100.0	
Missing	System	2	2.8		
Total		72	100.0		

The majority of respondents indicated that they do not know (31.4%); however, 30.0% indicated that they agree with the fact that their managers force them to rethink new ideas and 10.0% strongly agree. 18.6% disagree, while 10.0% strongly agree.

Table 4.4.17(B20): My manager has encouraged me to look at the brighter side in every problem

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	5	6.9	6.9	6.9
	2	12	16.7	16.7	23.6
	3	13	18.1	18.1	41.7
	4	34	47.2	47.2	88.9
	5	8	11.1	11.1	100.0
	Total	72	100.0	100.0	

The table above proves that the majority (47.2%) of respondents agree with the fact that management of the district department encourages them.

Table 4.4.18(B21): My manager always gives me positive feedback when I perform well

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	6	8.3	8.3	8.3
	2	13	18.1	18.1	26.4
	3	16	22.2	22.2	48.6
	4	29	40.3	40.3	88.9
	5	8	11.1	11.1	100.0
	Total	72	100.0	100.0	

In the table above, respondents were asked to rate if managers always give feedback when they performed well, and 51.4% (which encompassed both 40.3% agree and 11.1% strongly agree), whereas 22.2% stated that they do not know.18.1% disagree and 8.3% strongly agree.

Giving feedback to employees encourages them to perform better in future. When management praises their followers, it excites them to impress more and this could lead to employees being able to perform in different categories.

Table 4.4.19(B22): I get special recognition from my manager when I perform very well

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	8	11.1	11.1	11.1
	2	13	18.1	18.1	29.2
	3	15	20.8	20.8	50.0
	4	28	38.9	38.9	88.9
	5	8	11.1	11.1	100.0

	Total	72	100.0	100.0	
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With 11.1% of respondents strongly agreeing and 38.9% agreeing, it can be noted that there is a strong positive correlation between employees and employers.

Table 4.4.20(B23): I get commendation from my manager when I perform above my average job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	4	5.6	5.6	5.6
	2	17	23.6	23.6	29.2
	3	21	29.2	29.2	58.3
	4	19	26.4	26.4	84.7
	5	11	15.3	15.3	100.0
	Total	72	100.0	100.0	

The respondents were asked whether they get commendation from their managers if they perform on the average, and most of them (29.2%) indicated that they do not know, while 26.4% indicated that they agree and 15.3% strongly agree. However, 29.2% show that they do not agree with the statement (which consists of 23.6% of disagree and 5.6% of strongly disagree).

Table 4.4.21(B24): I get personal compliments from my manager when I do an outstanding work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	8	11.1	11.1	11.1
	2	10	13.9	13.9	25.0
	3	21	29.2	29.2	54.2
	4	23	31.9	31.9	86.1
	5	10	13.9	13.9	100.0
	Total	72	100.0	100.0	

Looking at the higher rate of respondents that agree (31.9%), it gives a clear answer that management of the district government department does acknowledge its employees.

4.5 SECTION C: EMPLOYEE RETENTION STRATEGIES

4.5.1 Exploratory factor analysis (EFA)

Exploratory factor analysis (EFA) is a statistical procedure used to reduce a large number of observed variables into a small number of 'components', reflecting that the clusters of variables are similar (Hadia *et al.*, 2016:216). The primary aim with exploratory analysis is to examine the data for distribution, outliers and anomalies to direct specific testing of your hypothesis (Matthieu, 2016:185). The first step for the exploratory analysis was to analyse the and test the reliability of the factors.

4.5.2 Reliability and confirmatory factor analysis

Reliability analysis of the section was conducted, and the four sets of employee retention strategies were analysed according to its grouping; the first section was about employee retention and job satisfaction, employee retention and job dissatisfaction, employee retention and policies and procedures and the last one was about employee retention and management style.

The Cronbach alpha coefficient test was also used to test the reliability of the results of the questions and the tables show the reliability of variables.

Table 4.5.2.1: Reliability statistics of employee retention and employee dissatisfaction

Cronbach's alpha	N of Items
0.472	2

An acceptable level of reliability goes between 0.6 and 0.7, while 0.8 is regarded as a good level (George Ursachi *et al.*, 2015:681). For the table above, the reliability was measured between question c4 and question c5 on the questionnaire and internal consistency of 0.472 was measured.

However, when those two questions were combined, it measured the lowest level of Cronbach's alpha of 0.472, which is under the acceptable value of 0.7 and that led to

question c4 on the questionnaire being put together with employee retention and job satisfaction questions, while question 15 is on its own.

Table 4.5.2.2: Reliability statistics of employee retention and employee job satisfaction

Cronbach's alpha	N of Items
0.835	7

For the above table of employee retention and job satisfaction, the combined questions on the questionnaire, c2, c3, c4, c5, c7, c9 and c10, meet the acceptable level of Cronbach's alpha 0.835, according to Adeniran (2019:2).

Table 4.5.2.3: Reliability statistics of employee retention and management style

Cronbach's alpha	N of Items
0.592	4

The table above measured the Cronbach's alpha on employee retention and management style on the questionnaire where questions c1, c6, c8 and c11 were measured at 0.583 of Cronbach's alpha, while Cronbach's alpha recommends 0.7 and higher, according to George Ursachi *et al.* (2015). The employee retention and management style questions are below the accepted value.

Table 4.5.2.4: Reliability statistics of employee retention policies and procedures

Cronbach's alpha	N of Items
0.903	3

The table above measured the Cronbach's alpha on employee retention policies and procedures of the questionnaire, and questions c12, c13 and c14 are included. The construct of the above table is higher and at the acceptable level, according to Joseph and Rosemary (2003).

4.6. Descriptive statistics of Cronbach's alpha test

Table 4.6.1: Descriptive statistics

Descriptive statistics					
	N	Min	Max	Mean	Sd
Employee retention and job satisfaction	72	1.57	5.00	3.53	0.78
Employee retention and Management style	72	1.00	5.00	3.45	0.82
Employee retention and Policies Procedures	69	1.00	5.00	2.99	1.00
c15	70	1	5	2.93	1.33
Valid N (list-wise)	68				

The table above is the analysis of the descriptive statistics for the four factor variables. The descriptive statistics have provided the statistics of the participants with the mean and standard deviation on the table above and, given the mean of employee retention and job satisfaction (3.53), it can be concluded that the variable is the most effective and it has a good influence towards the respondents, while employee retention and management style seem to also have the little influence 3.45.

With regard to employee retention policies and procedures and employee retention and job desertification, where the mean indicated 2.99 and 2.93, it can also be concluded that employees are not satisfied with the policies and procedures of the department.

4.7 KMO and Bartlett's test of sphericity

The Kaiser-Meyer-Olkin measure of sampling adequacy tests whether or not the partial correlations among variables are small (Schwarz, 2011:25). According to Noor Ul Had *et al.*(2016:216), the strength of the relationship in SPSS can be measured by Bartlett's test of sphericity, which measures a multivariate normality set of distribution. This test also checks the null hypothesis that the original correlation matrix is an identity matrix. The test gives researchers a chance to identify whether the data, collected to measure a particular perception through factor analysis, is suitable for the analysis to be conducted.

Table 4.7.1: KMO and Bartlett's test

KMO and Bartlett's test			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		of	0.749
Bartlett's Test of Sphericity	Approx. Chi-Square		431.485
	df		105
	Sig.		<0.001

The table above is the analysis of the KMO of sampling adequacy and is measured at 0.749, which is acceptable and higher than the desirable value, according to Schwarz (2011) and the Bartlett's test of sphericity of 431.485 is significant at $p < 0.04$, and sig value at < 0.001 , which is acceptable and suitable for factor analysis.

4.8 Total variance explained

Table 4.8.1: Total variance explained

Total variance explained							
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings ^a
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	4.528	30.184	30.184	4.528	30.184	30.184	3.815
2	2.374	15.827	46.011	2.374	15.827	46.011	3.464
3	1.894	12.628	58.639	1.894	12.628	58.639	1.638
4	1.244	8.296	66.935	1.244	8.296	66.935	1.861

For the table above, the total variances of 66.4 are attained using only for four factors. The first value factor is at 30.184, with the total variances of 4.585; the second one is at 46.011, with a total variance of 2.374; the third one is at 58.639, with a total variance of 1.894 and the fourth one, which is the last one at 66.935, with

a total variance of 1.244. The conclusion was adapted to use only the four factors as they make up more than 50% when combined.

4.9 PATTERN MATRIX

Table 4.9.1: Pattern matrix

Components					
		Employee job satisfaction	Employee management style	Employee policies and procedures	Employee job dissatisfaction(Q15)
Q1	I intend to change from my present department to a different department within a period of three years		0.616		
Q2	I am satisfied and well appreciated for the work I do.	0.475			
Q3	If I wanted to do another job or function, I would look first at the possibilities within this department	0.750			
Q4	Having a job is all that matters, it doesn't matter if I have to work for this department or another as long as I have	0.411			
Q5	If I had my way, I will definitely be working for this department for the next five years	0.869			
Q6	I would choose to work for another department if I could start over again		0.574		
Q7	I see a future for myself within this department	0.799			
Q8	If I received an attractive job offer from another company, I would take the job		0.706		
Q9	I love my job and it is very important to me	0.533			
Q10	I love working for this department	0.757			
Q11	I have checked out a job in another department previously		0.664		
Q12	The department has an employee retention policy and strategy			0.896	
Q13	The employee retention policy and strategy is being implemented.			0.915	
Q14	Retention strategies have been considered, discussions are in place and the strategies are being formulated.			0.861	
Q15	I am not aware of any retentions policies or strategies.				0.705

4.9.9.1 Employee retention and job satisfaction

The employee retention and job satisfaction contain of seven questions from the questionnaire and these questions are Q2, Q3, Q4, Q5, Q7, Q9 and Q10. The seven questions that are loaded in the pattern matrix above indicate the highest loadings, and therefore we can conclude that when combined, the factor analysis of the seven questions shows the strong correlation coefficients between the items, with a measuring level of 0.835 (Cronbach's alpha test).

4.9.9.2 Employee retention and management style

The employee retention and management style contain four questions from the questionnaire and these questions are Q1, Q6, Q8 and Q11. The four questions are loaded in the pattern matrix above and they show the highest loading that correlates between the questions, with a determining level of 0.592 (Cronbach's alpha test).

4.9.9.3 Employee retention and policies and procedures

The employee retention policies and procedures contain three questions from the questionnaire and these questions are Q12, Q13, and Q14. The three questions are loaded in pattern matrix above and they each show more loadings with a measuring level of 0.903 (Cronbach's alpha test).

4.9.9.4 Employee retention and job dissatisfaction

The employee retention and job dissatisfaction contain one question from the questionnaire and the question is Q15. This one question is loaded in the pattern matrix above and it shows higher loading on its own. However, with Cronbach's alpha, it showed the lower level while combined with Q4; it was then decided that the Cronbach's alpha test for the two should be cancelled.

4.10 COMMUNALITIES

Table 4.10.1: Communalities

Communalities		
	Initial	Extraction
c1	1.000	0.645
c2	1.000	0.564
c3	1.000	0.611
c4	1.000	0.695
c5	1.000	0.736
c6	1.000	0.593
c7	1.000	0.670
c8	1.000	0.659
c9	1.000	0.651
c10	1.000	0.747
c11	1.000	0.524
c12	1.000	0.808
c13	1.000	0.869
c14	1.000	0.738
c15	1.000	0.530

According to Isabel Izquierdo *et al.* (2014:396), when the communalities are low, no matter how large the sample size is, the estimation of the factor loadings (pattern/structure coefficients) will not be accurate, hence in the table above, the factor of variables worked with four factors, of which 15 questions were analysed and all the variables are on high level, which indicates that they all contribute significantly and correlate between each other.

4.11 CORRELATION ANALYSIS

Correlation is a measure of a monotonic association between two variables (Schober *et al.*, 2018:1763). For this study, correlation was determined between the variables of the research study and it compares sections B and C. The section B comparison was between transformational leadership style and transactional leadership style. For section C, it was about employee retention and job satisfaction, employee retention and management style, employee retention policies and procedures and

question 15. The presentation of the correlation between variables is shown in Table 4.12.1 below:

Absolute Magnitude of the Observed Correlation Coefficient	Interpretation
0.00–0.10	Negligible correlation
0.10–0.39	Weak correlation
0.40–0.69	Moderate correlation
0.70–0.89	Strong correlation
0.90–1.00	Very strong correlation

Figure4.10: Correlation coefficient adopted from Patrick Schober *et al.*(2018)

According to Patrick Schober *et al.* (2018:1765), the table above indicates how the correlation coefficient is measured and interpreted with its values.

Table 4.11.1: Correlation coefficient between variables

			age	qual	employ	job
	LS_Transformational	Correlation Coefficient	0.133	-0.068	-0.058	0.176
		Sig. (2-tailed)	0.301	0.576	0.631	0.162
		N	62	70	71	65
	LS_Transactional	Correlation Coefficient	0.027	-0.015	-0.062	0.029
		Sig. (2-tailed)	0.835	0.901	0.609	0.821
		N	62	70	71	65
	C_Job_satisf	Correlation Coefficient	-0.040	-0.058	-0.060	-0.051
		Sig. (2-tailed)	0.758	0.633	0.618	0.686
		N	62	70	71	65
	C_Managem_style	Correlation Coefficient	0.002	0.138	0.024	-0.173
		Sig. (2-tailed)	0.991	0.255	0.841	0.169
		N	62	70	71	65
	C_Policies_Procedures	Correlation Coefficient	0.112	-0.160	0.043	0.007
		Sig. (2-tailed)	0.399	0.197	0.731	0.954
		N	59	67	68	63
	c15	Correlation Coefficient	-0.057	0.165	-0.099	-0.109
		Sig. (2-tailed)	0.663	0.180	0.416	0.394
		N	60	68	69	63

Age, qualification, employment duration and job description were correlated with employee retention factors. The table above specifies the relationship between respondents and their employee retention factors. According to Mukaka (2012:69), correlation is measured by a statistic called the correlation coefficient, which represents the strength of the putative linear association between the variables in question and it is a dimensionless quantity that takes a value in the range -1 to +1. He further explained that any correlation coefficient of zero indicates that no linear relationship exists between two continuous variables, and a correlation coefficient of -1 or +1 indicates a perfect linear relationship.

- **Transformational leadership style**

The correlations coefficient was done between transformational leadership style and age, which indicates negligible correlation of age (0.133) and it was also done between transformational leadership and qualification with moderate correlation of qualification (-0.068). The age variable indicates that there is no relationship between age and transformational leadership style, but between qualification and transformational leadership style there is a moderate relationship. The p-value of age indicates that there is a statistical significance between age and the transformational leadership style ($p=0.301$) and no statistical significance between qualification and transformational leadership style ($p=0.576$). The correlation between transformational leadership style and employment duration indicates moderate correlation (-0.058) and between job grading and transformational leadership style indicates negligible correlation (0.176). Between transformational leadership style and employment duration there is a moderate correlation relationship between the two variables, but a negligible correlation between transformational leadership style and job grading. The p-value of employment duration ($p=0.631$) indicates that there is no statistical significance, but for job grading ($p=0.162$), there is statistical significance to variables

- **Transactional leadership style**

The correlation coefficient between age and transactional leadership style indicates that there is negligible correlation (0.027), and between qualification and transactional leadership style also indicates that there is negligible correlation (-0.015), which indicates that there is no relationship between transactional leadership

style and the two variables. The p-values of the two variables indicate that there is no statistical significance with the two variables' p-value of 0.835 and 0.901. This was also done between employment duration and transactional leadership style with moderate correlation of -0.062 and negligible correlation coefficient between transactional leadership style and job grading (0.029), where p-values also indicate that there is no statistical significance between two variables (0.609, 0.821).

- **Employee retention and job satisfaction**

The correlation coefficient was also conducted between employee retention job satisfaction and age, which indicated that there is a weak correlation between the two variables (-0.040) and between qualification and employee retention job satisfaction, which shows that there is a moderate correlation between the two variables (-0.058) with a p-value of 0.758, 0.633, which indicates that there is no statistical significance between the variables. This was also done between employment duration and employee retention job satisfaction with moderate correlation (-0.060) and between job grading and employee retention job satisfaction (0.051) with a moderate correlation. The p-values of the variables indicate that there is statistical significance between the variables as the values are higher than 0.5 (0.618, 0.686).

- **Employee retention and management style**

The correlation coefficient between employee retention management style and age (0.002) indicates a negligible correlation and between employee retention management style and qualification shows negligible correlation (0.138) with a p-value between employee retention management style and age that is not statistically significant between the two variables (0.991) and the p-value between employee retention management style and qualification (p=0.255) indicates a statistically significance between the variables. The correlation coefficient between employment duration and employee retention management style indicates a negligible correlation between variables (0.025) and between employee retention management style and job grading also shows negligible correlation (-0.173) with a p-value of 0.841 that indicates no statistical significance and p=0.169, which indicates statistical significance between the variables.

- **Employee retention and policies and procedures**

The correlation coefficient was also conducted between employee retention policies and procedures and age with a negligible correlation (0.112) and between qualification and employee retention policies and procedures (-0.160) with also a negligible correlation. The p-values of both the variables indicate statistical significance ($p=0.399$, $p=0.197$). It was also conducted between employment duration and employee retention policies and procedures (0.043) with a moderate correlation between the variables and between employee retention policies and procedures and job grading (0.007) with a negligible correlation. The p-values of the variables indicate no statistical significance between the variables as they are higher than 0.5. ($p=0.731$, $p=0.954$).

- **Question 15**

The correlation coefficient is also shown in the table above for question 15, which was between question 15 and age with a moderate correlation (-0.057) and between question 15 and qualification, which indicates a negligible correlation (0.165). The p-value between question 15 and age shows no statistical significance (0.663) and between question 15 and qualification there is statistical significance ($p=0.180$). The correlation coefficient continues between question 15 and employment duration with a very strong correlation between the variables (0.099) and between question 15 and job grading (-0.109) with a negligible correlation. The p-values of the variables indicate a statistical significance between the variables as they are all less than 0.5 ($p=0.416$, $p=0.394$).

4.12 T-TEST ANALYSIS

A t-test is a type of statistical test that is used to compare the means of two groups (Tae Kyun Kim, 2015:540). The results of the t-test were determined using question 8, which was about whether employees are considering to leave the department in the future and their answers were yes or no, and it was also used in question 9, where employees were asked if they have chosen yes, they must give one reason why.

4.12.1 The effect sizes for question 8

Cohen (1988) proposed the following interpretation of the d values, a d near 0.2 is a small effect, a d near 0.5 is a medium effect, and a d near 0.8 is a large effect. According to Fritz et al. (2012:3), “Effect sizes can also allow the comparison of effects in a single study and across studies in either formal or informal meta-analyses”.

According to Tomczak and Tomczak (2014:21), reporting effect size estimates is beneficial in more than one way. Below we list the benefits that seem most fundamental:

- They reflect the strength of the relationship between variables and allow for the importance (meaningfulness) of such a relationship to be evaluated.

- Effect size estimates allow the results from different sources and authors to be properly compared.

- They can be used to calculate the power of a statistical test (power statistics), which in turn allows the researcher to determine the sample size needed for the study.

- Effect sizes obtained in pilot studies where the sample size is small may be an indicator of future expectations of research results.

Table 4.12.2: Question 8: Are you considering leaving the department in future?

categories	Employees responds	N	Mean	Std. Deviation	p-value	Effect size
LS_Transformational	Yes	44	3.2377	0.71291	0.054	0.45
	No	27	3.6398	0.89768		
LS_Transactional	Yes	44	3.1080	1.00493	0.311	0.24
	No	27	3.3796	1.13377		
C_Job_satisf	Yes	44	3.2895	0.73839	0.001	0.85
	No	27	3.9153	0.71895		
C_Managem_style	Yes	44	3.7102	0.70904	0.002	0.75
	No	27	3.00648	0.86211		

C_Policies_Procedures	Yes	44	2.9091	0.98664	0.361	0.23
	No	24	3.1528	1.06766		
c15	Yes	43	2.95	1.430	0.641	0.10
	No	26	2.81	1.132		

Table 4.9.1.1 shows that between employee retention job satisfaction, employee retention and management style and transformational leadership style there is a significant statistical difference with the largest d-value of 0.85, which is for employee retention and job satisfaction, and for employee retention and management style the d-value is also high (0.75), whereas the d value of transformational leadership style is 0.45, which is considered to be a medium-sized effect. The highest mean of employees who indicated that they will be leaving the organisation in the near future is 3.71; other employees who will not be leaving the organisation in the near future have a mean of 3.00.

- An independent-samples t-test on *transformational leadership style* indicated that scores were significantly higher for employees who will not be leaving the department (M =3.64, SD=0.89) than for those who will be leaving the department (M= 3.24, SD= 0.71), $t(69) = 2.08$, $p = 0.054$, $d = 0.45$.
- The independent sample t-test for *transactional leadership style* indicated that scores were significantly higher for employees who will not be leaving the department (M= 3.38, SD= 1.13) than for those who will be leaving the department (M= 3.11, SD= 1.01), $t(69) = 1.05$, $p = 0.311$, $d = 0.24$.
- The independent sample test for employee retention and *job satisfaction* shows that scores were considerably higher for employees who will not be leaving the department (M= 3.92, SD= 0.72) than for those who will be leaving the department (M= 3.29, SD= 0.74), $t(69) = 3.50$, $p = 0.001$, $d = 0.85$.
- The independent sample t-test for employee retention and *management style* shows that scores were significantly higher for employees who will be leaving the department (M= 3.71, SD= 0.71) than those who will not be leaving the department (M= 3.01, SD= 0.86), $t(69) = 3.42$, $p = 0.002$, $d = 0.75$.
- An independent sample t-test for employee retention and *policies and procedures* indicated that scores were higher for employees who will not be

leaving the department (M= 3.15, SD= 1.07) than those who will be leaving the department (M= 2.91, SD= 0.99), $t(66) = 0.94$, $p = 0.361$, $d = 0.23$.

- The independent-sample test for *question 15* shows that scores were significantly higher for employees who will be leaving the department (M= 2.95, SD= 1.43) than those who will not be leaving (M= 2.81, SD= 1.13), $t(67) = 0.44$, $p = 0.641$, $d = 0.10$.

Table 4.12.3: Question 9: If you have answered yes in 8 above, please choose one reason why you are considering leaving

categories	Employees responds	N	Mean	Std. dev.	p-value	Effect size
LS_Transformational	For better employment opportunities anywhere	32	3.1636	0.80067	0.466	0.25
	It will be time for my retirement	12	3.3732	0.84251		
LS_Transactional	For better employment opportunities anywhere	32	3.0469	1.07845	0.737	0.11
	It will be time for my retirement	12	3.1875	1.26637		
C_Job_satisf	For better employment opportunities anywhere	32	3.1972	0.68824	0.205	0.42
	It will be time for my retirement	12	3.5595	0.85380		
C_Management_style	For better employment opportunities anywhere	32	3.7578	0.67347	0.000	1.31
	It will be time for my retirement	12	2.8750	0.31079		
C_Policies_Procedures	For better employment opportunities anywhere	32	3.0417	1.03609	0.170	0.47

	It will be time for my retirement	12	2.5000	1.15032		
c15	For better employment opportunities anywhere	31	2.81	1.470	0.481	0.21
	It will be time for my retirement	12	2.50	1.168		

The analysis of Table 4.12.3 indicates that there is significant statistical difference between employee retention job satisfaction, management style and policies and procedures. The highest d-value is shown at 1.31 of employee retention and management style with a second medium effect size of policies and procedures (0.47) and lastly with a medium effect size of employee job satisfaction 0.42. The highest mean of employee retention and management style indicates that employees will be leaving for better employment elsewhere (3.76), more so than those who will be leaving for retirement (2.88).

- An independent-sample t-test on *transformational leadership style* indicated that scores were significantly higher for employees who will be leaving for retirement (M=3.37, SD= 0.84) than those who will be leaving for better employment opportunities elsewhere (M= 3.16, SD= 0.80), $t(42) = 0.76$, $p = 0.466$, $d = 0.25$.
- The independent sample t-test for transactional leadership style shows the highest scores, which are significantly higher, for employees who will be leaving for retirement (M= 3.19, SD=1.27) than those who will be leaving because of better opportunities elsewhere (M= 3.02, SD=1.08), $t(42) = 0.36$, $p = 0.737$, $d = 0.11$.
- An independent sample test was done on employee retention and job satisfaction, which indicates the highest score of employees who will be leaving the department because of retirement (M= 3.56, SD=0.85) than the ones who will be leaving because of better employment (M= 3.20, SD=0.69), $t(42) = 1.45$, $p = 0.205$, $d = 0.42$.
- The sample test was conducted on employee retention and management style and the score was higher for the employees who indicated that they will

be leaving because of better opportunities ($M= 3.76$, $SD= 0.67$) than those who will be leaving because of retirement ($M=2.88, SD= 0.31$), $t(42)=4.34, p=0.001, d=1.31$.

- An independent test was also done on employee retention and policies and procedures with a higher score of employees who indicated that they will be leaving because of better opportunities ($M= 3.04$, $SD=1.04$) than those who will be leaving because of retirement ($M= 2.50$, $SD=1.15$), $t(42) =0.45$, $p=0.170$, $d=0.47$.
- The independent sample test was also conducted in question 15, where employees who indicated that they will be leaving because of better opportunities ($M=2.81$, $SD=1.47$) are more than those who will be leaving because of retirement ($M=2.50$, $SD=1.17$), $t(41) =0.64$, $P=0.481$, $d=0.21$.

4.13 ANALYSIS OF VARIANCES (ANOVA)

4.13.1 One-way ANOVA: Question 7

A one-way ANOVA analysis was conducted on question 7 of the questionnaire to discover the employees' preferences and reasons with regard to their current job and current department. The question was divided into five scales from which they needed to select one reason of why they are still working with the same department and the answers were in the following format: I like my job, I want to make a difference, For job security as it is a permanent job, I work for money/benefits, and lastly, I have not found something I like as yet. The one-way analysis was also conducted on six factors, i.e. transformational leadership style, transactional leadership style, employee retention and job satisfaction, employee retention and management style and question 15.

ANOVA is a statistical tool to analyse how the mean value of a quantitative response (or dependent) variable is affected by one or more categorical variables, known as treatment variables or factors (Gunderson, 2015:1). The results of one-way ANOVA analysis are to be explained in the following section. It consists of six employee retention factors that commenced during the research study. The table is set out below:

Table 4.13.1.1: Question 7: ANOVA analysis

		Sum Squares	of df	Mean Square	F	Sig.
LS_Transformational	Between Groups	1.741	4	0.435	0.656	0.625
	Within Groups	43.772	66	0.663		
	Total	45.512	70			
LS_Transactional	Between Groups	4.083	4	1.021	0.910	0.463
	Within Groups	73.998	66	1.121		
	Total	78.081	70			
C_Job_satisf	Between Groups	0.490	4	0.122	0.188	0.944
	Within Groups	42.948	66	0.651		
	Total	43.437	70			
C_Managem_style	Between Groups	8.970	4	2.242	3.801	0.008
	Within Groups	38.942	66	0.590		
	Total	47.912	70			
C_Policies_Procedures	Between Groups	2.552	4	0.638	0.605	0.661
	Within Groups	66.447	63	1.055		
	Total	68.998	67			
c15	Between Groups	22.583	4	5.646	3.775	0.008
	Within Groups	95.707	64	1.495		
	Total	118.290	68			

4.13.2 One-way ANOVA analysis

4.13.2.2 Post-hoc test for question 6

The one-way ANOVA analysis was conducted using question 6, where the question asked employees which stream they are under in the department.

		Sum of Squares	df	Mean Square	F	Sig.
LS_Transformational	Between Groups	1.360	2	0.680	1.267	0.289
	Within Groups	32.206	60	0.537		
	Total	33.566	62			
LS_Transactional	Between Groups	0.008	2	0.004	0.004	0.996
	Within Groups	64.678	60	1.078		
	Total	64.687	62			
C_Job_satisf	Between Groups	0.849	2	0.425	0.765	0.470
	Within Groups	33.315	60	0.555		
	Total	34.164	62			
C_Managem_style	Between Groups	1.415	2	0.708	1.018	0.367
	Within Groups	41.710	60	0.695		
	Total	43.125	62			
C_Policies_Procedures	Between Groups	3.263	2	1.631	1.520	0.227
	Within Groups	62.256	58	1.073		
	Total	65.519	60			
c15	Between Groups	2.463	2	1.232	0.639	0.531
	Within Groups	111.733	58	1.926		
	Total	114.197	60			

4.14 CONCLUSION

In conclusion, when the factor analysis took place, the main reason was to explore between variables and find means and effectiveness between them. The reliability analysis on the section was not as good and reliable, but when all the questions and numbers were re-grouped, it all came together in the end. Correlation coefficient analysis was also done between transformational leadership style and transactional leadership style together with all the factors, and this brought forward the employees' preferences as it shows that they prefer, or they go together with employee retention and job satisfaction and employee retention policies and procedure. The correlation coefficient analysis between transformational leadership style and employee retention and job satisfaction indicates 418, and between transactional leadership style and employee retention and job satisfaction shows 326.

The correlation coefficient analysis between transformational leadership style and employee retention and policies and procedures shows 448, and between transactional leadership style displays 417 differences. This number shows that participants have a preference for the transformational leadership style over transactional leadership style as it has a lower number, but between the two factors, policies and procedures and job satisfaction, they prefer policies and procedures over the other one. Management style and question 15 indicated a lower percentage between the other ones, which indicates that no correlation was found between variables.

The t-test was used to compare means and data for questions 8 and 9. It was found that in question 8 there was slight significance for the rest of the factors, except on employee retention policies and procedures together with question 15. For question 9, the significant differences were mostly on job satisfaction, management style as well as the policies and procedures factors, which showed the highest effect size among the others. For question 9, standard error was also measured with estimation deviations.

ANOVA analysis and a post-hoc ANOVA test were also conducted to measure the differences between the variables of questions 6 and 7. For question 7, the only difference that was found was on question 15, where there was statistical significance between paired samples, and for question 6, there were no significant

differences between paired samples. In all four tests that were conducted, they all led to one conclusion, of which the more transformational and transactional leadership style in department by top management, the more the employees will be satisfied (job satisfaction), which will lead to more productivity and create a happy environment for customers as well.

4.15 DESCRIPTIVE STATISTICS RESULTS FOR SECTION C

Table: 4.15.1(C1): I intend to change from my present department to a different department within a period of three years

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	14	19.4	19.4	19.4
	2	9	12.5	12.5	31.9
	3	16	22.2	22.2	54.2
	4	22	30.6	30.6	84.7
	5	11	15.3	15.3	100.0
	Total	72	100.0	100.0	

The table above revealed that 30.6% of employees agree with the question that they intend to change their current department with a new one in the future, while 22.2% are in a neutral position. 15.3% disclosed that they agree with the statement, whereas 19.4% strongly disagree and 12.5% disagree with the statement. The employees' response to this revealed that there is either uncertainty among employees, where the majority indicated that indeed they agree to leave and few were uncertain at 22.2%.

With a high percentage of employees willing to change the department, it shows that they are somehow not satisfied, either by the current management or it could be any reason that managers need to have a look at it.

Table4.15.2 (C2): I am satisfied and well appreciated for the work I do

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	6	8.3	8.3	8.3
	2	11	15.3	15.3	23.6
	3	17	23.6	23.6	47.2
	4	26	36.1	36.1	83.3
	5	12	16.7	16.7	100.0
	Total	72	100.0	100.0	

Approximately 36.1% of participants agree that they are appreciated for their jobs, while 16.7% strongly agree. 23.6% indicated that they are neutral; they are not sure if they are appreciated or not; however, 15.3% of employees disagree with the statement and 8.3% strongly disagree. The findings revealed that most of the employees are satisfied, at 52.8%.

Table 4.15.3 (C3): If I wanted to do another job or function, I would look first at the possibilities within this department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	3	4.2	4.3	4.3
	2	10	13.9	14.3	18.6
	3	16	22.2	22.9	41.4
	4	29	40.3	41.4	82.9
	5	12	16.7	17.1	100.0
	Total	70	97.2	100.0	
Missing	System	2	2.8		
Total		72	100.0		

41.4% of respondents indicated that they would first look around the department for any job or function, whereas 17.1% strongly agree. 22.9% of respondents indicated that they either agree or not agree, while 14.3% disagree and 4.3 strongly disagree. To highlight respondents' answers, this could indicate that the department should establish certain changes within the department to accommodate all the employees.

Table 4.15.4 (C4): Having a job is all that matters, it doesn't matter if I have to work for this department or another as long as I have

		Frequency	Percent	Valid percent	Cumulative percent
Valid	1	6	8.3	8.6	8.6
	2	14	19.4	20.0	28.6
	3	23	31.9	32.9	61.4
	4	17	23.6	24.3	85.7
	5	10	13.9	14.3	100.0
	Total	70	97.2	100.0	
Missing	System	2	2.8		
Total		72	100.0		

From the above table, 32.9% of participants indicated that they are not sure whether having a job or not is all that matters to them as they indicated neutral, whereas 24.3% of participants agree with the statement above and 20.3% of participants disagreed with the statement. 14.3% of participants strongly agree and 8.6% strongly disagree with the statement above. With a higher neutral number of participants, this indicates that the highest number of respondents are not sure of their job, and this states that management of the district government department needs to develop a new programme that can assist them in sustaining their relationship with the employees.

Table4.15.5 (C5): If I had my way, I will definitely be working for this department for the next five years

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	4	5.6	5.6	5.6
	2	10	13.9	14.1	19.7
	3	13	18.1	18.3	38.0
	4	27	37.5	38.0	76.1
	5	17	23.6	23.9	100.0
	Total	71	98.6	100.0	
Missing	System	1	1.4		
Total		72	100.0		

From the table above, most of the respondents agree, with 69.1%, which shows interest for the department, while 18.3% of respondents indicated that they are not sure and 19.7% of employees disagree with the statement. The results revealed that the majority of respondents do want to be part of the department for a longer period of time.

Table4.15.6 (C6): I would choose to work for another department if I could start over again

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	7	9.7	9.9	9.9
	2	15	20.8	21.1	31.0
	3	16	22.2	22.5	53.5
	4	21	29.2	29.6	83.1
	5	12	16.7	16.9	100.0
	Total	71	98.6	100.0	
Missing	System	1	1.4		
Total		72	100.0		

The results revealed that 29.6% of the respondents agree that if they can start over, they would choose another department, while 16.9% strongly agree and 22.5% are not sure whether to choose another department or not; however, 21.1% disagree with the statement, while 9.9% strongly disagree.

The uncertain participants revealed that there are few amendments that need to be highlighted by management to ensure a healthy and long-term working environment.

Table4.15.7 (C7): I see a future for myself within this department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	5	6.9	7.1	7.1
	2	10	13.9	14.3	21.4
	3	19	26.4	27.1	48.6
	4	21	29.2	30.0	78.6
	5	15	20.8	21.4	100.0
	Total	70	97.2	100.0	
Missing	System	2	2.8		
Total		72	100.0		

The majority of the respondents agree with the statement above (30%), while 21.4% strongly agree; however, 27.1% of respondents are neutral and 14.3% disagree, while 7.1 strongly disagree. With all these, one can assume that the majority of employees are happy with their current jobs, again with the highest of all who indicated neutral, following the second option that has a higher rate, and which could be whether employees are in between the two.

Table4.15.8 (C8): If I received an attractive job offer from another company, I would take the job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	4	5.6	5.7	5.7
	2	2	2.8	2.9	8.6
	3	12	16.7	17.1	25.7
	4	31	43.1	44.3	70.0
	5	21	29.2	30.0	100.0
	Total	70	97.2	100.0	
Missing	System	2	2.8		
Total		72	100.0		

Having employees who are uncertain with their jobs is very concerning when it comes to the employers, as this means that either way, there are few things that the organisation is not doing right. In the table above, 74.3% of the respondents revealed that they will rather leave their current job if an attractive offer can be put on the table, while 17.1% are uncertain and 8.6% indicated that they disagree and strongly disagree. Offering attractive deals is one of the reasons that keep employees within the organisation. With a higher rate of respondents who are willing to leave, management of the district department must start with the review process of employees' salaries to further consider how they are going to add and bring a financial resolution to the department.

Table4.15.9 (C9): I love my job and it is very important to me

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	3	4.2	4.2	4.2
	3	21	29.2	29.6	33.8
	4	27	37.5	38.0	71.8
	5	20	27.8	28.2	100.0
	Total	71	98.6	100.0	
Missing	System	1	1.4		
Total		72	100.0		

From the table above, employees were asked to indicate if they love their job, and 38% agree with the statement above, while 28.2% strongly agree. 29.6% of the respondents indicated that they are not sure if they love their job or not with a neutral scaling ; however, 4.2% of employees disagree with the statement.

Table4.15.10 (C10): I love working for this department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	1.4	1.4	1.4
	2	11	15.3	15.7	17.1
	3	14	19.4	20.0	37.1
	4	25	34.7	35.7	72.9
	5	19	26.4	27.1	100.0
	Total	70	97.2	100.0	
Missing	System	2	2.8		
Total		72	100.0		

The table above presents the participants' responses and 35.7% of employees indicated that they really love working for the department, whereas 27.1% strongly agree and 20% indicated neutral, while 15.7% disagree and 1.4 strongly disagree.

Table4.15.11 (C11): I have checked out a job in another department previously

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	5	6.9	7.0	7.0
	2	10	13.9	14.1	21.1
	3	9	12.5	12.7	33.8
	4	30	41.7	42.3	76.1
	5	17	23.6	23.9	100.0
	Total	71	98.6	100.0	
Missing	System	1	1.4		
Total		72	100.0		

The majority of respondents agree with the statement above (42.3%), and 23.9% strongly agree. 12.7% of employees indicated neutral, while 14.1% disagree and 7% strongly disagree.

Table4.15.12(C12): The department has an employee retention policy and strategy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	4	5.6	5.8	5.8
	2	19	26.4	27.5	33.3
	3	21	29.2	30.4	63.8
	4	18	25.0	26.1	89.9
	5	7	9.7	10.1	100.0
	Total	69	95.8	100.0	
Missing	System	3	4.2		
Total		72	100.0		

The majority of employees indicated that they are not aware of any employee retention policy and strategies (30.4%), while 27.5% disagree with the statement, and 5.8% strongly disagree, while 26.1% agree and 10.1% strongly agree.

Management of the district department must involve its employees when it comes to employee retention strategies as it involves them. Mostly, they indicated that they are not aware, which raises concern.

Table4.15.13 (C13): The employee retention policy and strategy is being implemented.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	7	9.7	10.3	10.3
	2	14	19.4	20.6	30.9
	3	27	37.5	39.7	70.6
	4	17	23.6	25.0	95.6
	5	3	4.2	4.4	100.0
	Total	68	94.4	100.0	
Missing	System	4	5.6		
Total		72	100.0		

The majority of the respondents (39.7%) indicated that they are not sure whether employee retention policies and strategies are being implemented, whereas 25% agree, and 4.4% strongly agree; however, 20.6% disagree and 10.3% strongly disagree.

Table4.15.14 (C14): Retention strategies have been considered, discussions are in place and the strategies are being formulated

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	9	12.5	13.2	13.2
	2	15	20.8	22.1	35.3
	3	21	29.2	30.9	66.2
	4	19	26.4	27.9	94.1
	5	4	5.6	5.9	100.0
	Total	68	94.4	100.0	
Missing	System	4	5.6		
Total		72	100.0		

With the table above, the majority of the employees indicated that they are not sure whether retention strategies have been considered, discussions are in place and the strategies are being formulated, with 30.9%, while 27.9% agree and 5.9% strongly agree, whereas 22.1% disagree and 13.2% strongly disagree.

Table4.15.15 (C15): I am not aware of any retentions policies or strategies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	11	15.3	15.7	15.7
	2	18	25.0	25.7	41.4
	3	19	26.4	27.1	68.6
	4	9	12.5	12.9	81.4
	5	13	18.1	18.6	100.0
	Total	70	97.2	100.0	
Missing	System	2	2.8		
Total		72	100.0		

The table above revealed that 27.1% of employees are neutral, while 25.7% disagree and 15.7% strongly disagree. 12.9% of employees agree, while 18.6% strongly agree. Most of the respondents indicated that they are not aware of any retention strategies in the department; it can be assumed that the higher percentages of respondents are uninformed about anything that is happening within the district department. Management needs to approach this matter effectively.

CHAPTER 5: RECOMMENDATIONS AND CONCLUSIONS

5.1 INTRODUCTION

This study was formulated to analyse the relationship between leadership styles and employee retention in the district government department at the Dr Kenneth Kaunda District in Klerksdorp. The study offered guidelines to implement in the district office, in order to improve employee retention and employee retention strategies. This chapter is the last chapter of the research study and it gives the findings, recommendations and conclusion. The chapter will go into detailed discussions of all the findings and highlights the potential findings of the previous chapters that were allocated during the research study. Recommendations were provided to the district government department, which will assist in implementing effective and productive strategies to be considered for the future.

5.2 SUMMARY OF CHAPTERS

Chapter 1

Chapter 1 was the main introduction of the study and it highlighted the problem statement, research objectives and methodology of the research study based on the relationship between leadership styles and employee retention in district government departments under the Matlosana District in Klerksdorp in the Dr Kaunda District Municipality. This chapter gave insight into the whole research study and the important role of employee retention in the district government department.

Chapter 2

Chapter 2 provided an overview of the literature review study. Focus was given to employee retention, leadership and leadership styles and employee retention in the district government. The chapter provided insight into the research study as the literature review allowed the researcher to explore various employee retention strategies.

The chapter discussed the chosen district government department and some of the topics that were part of the literature review, which involve HR practices to employee

retention, factors affecting employees to leave the organisation, employees' values in the district government department, the role and responsibilities of the district government department in South Africa and why retention is so essential in the district government department.

Chapter 3

Chapter 3 focused on the methodology of the research study, where the quantitative methods applied in this study were discussed. The chapter also discussed research design, target population, data analysis method and data collection instruments. Reliability and validity of the research were also highlighted. This chapter reviewed relevant approaches to be considered for the study and ethical considerations were also discussed.

Chapter 4

Chapter 4 focused on the research results and findings of this study. The questionnaire was developed and distributed to the respondents, where the results obtained from the participants were analysed and discussed. The findings of this research study assisted the researcher to determine all the conclusions and be able to present this study in full, whereas a final conclusion was brought forward in Chapter 5.

Chapter 5

This is the final chapter of the research study and conclusions and recommendations were provided to the district department in Klerksdorp.

5.3 SUMMARY OF FINDINGS

- **The role of management in employee retention strategies**

The findings of the research reveal that managers of the district government department do encounter problems in retaining employees with skills necessities. Managers ensure that employees are given chances to attend training and development courses to allow them to have knowledge and understanding of their current duties. The literature review reveals that management's role is to retain the best and skilled employees with the best interest of the organisation in mind.

Managers encourage team building among employees and everyone around the organisation. In Chapter 4, question B9's findings show that 38.9% agree with the statement, which strongly identifies the existing influence by management and also B14 where participants indicated that they disagree, with 26.4%, and agree with 26.4%; this matter, where few of the employees agree and few disagree, the managers must improve their ability and willingness to assist employees where they can and be able to avail themselves as many times as possible. According to Tovmasyan (2017:20), "management is the integrating force of the activities carried out in the organisation".

- **Reasons causing employees to leave the organisation**

Many factors influence employees to go find better employment out there. In this research study, the findings reveal that employees leave the organisation due to being unsatisfied with certain issues such as working environment that is not pleasing, lack of good relationship between employees and managers, lack of promotions and poor remunerations packages. In Chapter 4 question C6, the findings show 29.6% of employees were considering leaving the department, as well as question C11, indicating that 42.3% indicated that they have been looking for a better job elsewhere. The highlighted factors are the contributing factors that cause employee to leave the organisation. Organisations must ensure that they provide quality services to keep their employees longer within the society. Employees leave organisations because of dissatisfaction with circumstances. The organisation should improve in meeting employees' needs at all times.

- **Managers influence within the organisation and employee retention**

Findings reveal that most of the employees agree that managers have influence in the organisation by implementing new opportunities among them, while others indicated that they have no idea if managers are having influence over them. This statement can be referenced by question B8 from the questionnaire where respondents show that they agree with managers having influence among them at 38.9% and 43.1% for question B12, where they indicated that managers do give them room for improvement. Mamun and Nazmul (2017:66) stated that "high employee turnover is caused by the instability in the management of an organisation."

- **Compensation and benefits of employees**

According to findings, employees in the department indicated that the most and important reason for them leaving the organisation was their working environment. From the findings in Chapter 4 question C1 (at 30.6%), employees are considering changing departments in the near future. The findings revealed that employees are not satisfied with their current benefits within the organisation; the highest score of 30.9% of employees agree to change their present department. The management of the district government department should embark on strategies to maintain its current employees by providing benefits and compensation to avoid losing more employees, as most of them are kept within the organisation because of benefits such as their salaries and safety.

Employee benefits play a vital role in staff retention as investing in employees' health and wellness is beneficial for organisations that intend to retain a healthy workforce (Kumar, 2013:14). The department should implement ways to consider employees' salaries and benefits to avoid losing employees who bring value to the organisation.

- **Employees' knowledge and understanding of retention strategies**

The findings revealed that most of the employees in the district government department were not aware of any retention strategies with the organisation. In Chapter 4 question C12, it is shown that 30.4% of the respondents indicate that they do not know, and question C13 at 39.7% also indicates that they do not know, and question C14 indicates (at 30.9%) that they do not know, and lastly, question C15, at 27.1% of the respondents, indicating that they do not know of any retention strategies taking place at the district government department. Most of the answered questionnaires indicated that the majority of employees are not aware of any retention strategies that the department is implementing.

- **Employee job satisfaction**

Findings revealed that the majority of employees are satisfied with their current jobs. Chapter 4 questions C2 shows that 36.1% of employees are agreeing that they are indeed satisfied with their current jobs and also question C5 indicating, at 38% of employees, that they agree that they will definitely work for this department in the next five years. Saari and Judge (2004:396) indicated that "Employees have

attitudes or view points about many aspects of their jobs, careers and their organisations”, while Kabak et al. (2014:1167) stated that “implementing and executing the strategies successfully depends partly on manager’s ability to motivate people, create and nurture a strategy-supportive work climate”.

Most of the employees show interest in their jobs while some were negative. The department should provide and grand opportunities to its employees, which will contribute to employees’ interest for the organisation. Furthermore, they should increase the timeframe to hear employees concerns and worries to avoid them being unproductive.

5.4 THE ANSWERING OF RESEARCH QUESTIONS/OBJECTIVES OF THE STUDY

5.4.1 The research objectives of the study

The general objective of this research study was to evaluate the relationship between leadership styles and employee retention in district government departments. Therefore, the following findings of the objectives are discussed below, which will then present the findings of the questions of the study.

- Objective 1: To identify the leadership styles in district government departments.
- Objective 2: To investigate the relationship of leadership styles on employee retention in district government departments.
- Objective 3: To review the current employee retention policy implemented by district government departments.
- Objective 4: To determine whether the current leadership style strategies used by district governments departments to retain employees are effective.

5.4.2 THE REVIEW OF THE RESEARCH QUESTIONS

The first research question was about the current leadership styles in the district government departments and the research study findings suggested suitable guidelines to retain the employees. Leadership is the capability to get contestants in a group to give their attention to the problems that the leader considers

significant (Richard,1990:1), while Winston (2006) defines leadership as someone who achieves this influence by humbly carrying a vision that is clear to his/her followers. On the other hand, Kolzow (2014:11) defines leadership as the most effective means of influencing people through communication. He further indicated that leading people requires vision on the part of a leader and the talent to guide people toward a common goal.

In order to identify the leadership styles of the district government department, descriptive statistics were used. The research study was focusing on identifying the leadership styles in district government departments and its main focus was on transformational leadership style and transactional leadership style. The analysis of findings shows that the district government department's leadership style prefers transformational leadership style with a higher mean of 3.40 than transactional leadership style with a lowest mean of 3.23. The purpose of this study was to answer research question 1 of the study, which was about the current leadership style in the district government department and from the statement above it can be concluded that the district department applies the transformational leadership style within their organisation. For this it can be argued that the first question of the study has been answered.

The second research question was stated as follows: Is there a relationship between leadership styles and employee retention in district government departments? . The impartial purpose of this study was to analyse the relationship between leadership styles and employee retention on the district government department and for that we came to the conclusion that the most substantial leadership style that applies to the department is the transformational leadership style. The findings discovered information that reveals that leaders of the district department relate more to the transformational leadership style (3.40) within the organisation. It was relevant of the study to ask about the relationship between leadership styles and employee retention strategies, which assisted in evaluating the most preferable leadership style that was adopted in the department. Although the transactional leadership style was rated the lowest, but with both of the leadership styles adopted, it can make a huge change that encourages employees on the positive side to meet the organisational goals. Therefore, the second question has been answered.

At the commencement of the study, research question 3 was stated as the following: Which strategies do the district government department use to retain its employees? Employee retention can be defined as one of the biggest glitches affecting companies in the competitive environment (Rodrigues *et al.*, 2019:44). They further indicated that the impact of turnover is not limited to economic-financial performance, but it also affects the social relations developed in the organization. Lewis and Sequeira (2012:1) stated that “careful strategies for producing and implementing employee retention strategies are ability and should be given top priority by the management.”

From the research findings it was revealed that none of the respondents were aware of any employee retention strategies. The lack of employee motivation and involvement will clearly affect the organisation’s functioning in general. For this question, descriptive statistics were adopted to analyse the results findings. Questions C12, C13, C14 and C15 were about employee retention strategies in the department and from the scaling of 1 to 5, of which ,1 was strongly disagree, 2 was disagree, 3 was neutral, 4 was agree and 5 was strongly agree. C12 (30.4), C13 (39.7), C14 (30.9) and C15 (27.1) were indicated neutral by all respondents, which is in between I do not know and I am not sure.

With all that is referenced above, it is evident that there is indeed a lack of employee retention strategies within the department. Top management of the district department should invest in their employees as they are the key holders of the organisation. With the high rate of research findings it is evident that respondents felt that their top managers are not interested in communicating with them concerning the department they are working in. Even though the high rate of respondent showed dissatisfaction, there were few of the respondents who showed positivity and who are willing to be part of the district department and therefore the third question of the study has also been answered.

The last research question was about the district government departments and how they implement employee retention procedures. According to Vasquez (2014:1), focusing on employee retention is vital to increase organisational performance and strengthen a nation’s economy. The above question was a follow-up of question 3, the main reason to use this question as part of the study was to get sufficient

information regarding the strategies that are being implemented in the district department. The results further indicated there are no strategies that are implemented in the district department, which may be as a result of the “neutral” score obtained from the questionnaire. C12 (30.4), C13 (39.7), C14 (30.9) and C15 (27.1) answered research question 4 and permitted the reaching of objective 4.

5.5 RESEARCH CONTRIBUTION

The study achieved its purpose by making recommendations based on the findings into the district office. The study will contribute to the study field by supporting top management of the district department by successfully enhancing leadership styles that will determine and provide effective employee retention and employee retention strategies. This research study will help by contributing to the existing retaining strategies that have been implemented in the district office. This study will also contribute in supporting the district department with new ideas to embrace while presenting and implementing employee retention strategies.

5.6 LIMITATIONS OF THE STUDY

- The research study focused on evaluating relationships between leadership style and employee retention
- The study was limited to the employees of the Dr Kenneth Kaunda District Municipality in the North West Province
- The study comprises only employees under human resources and administration
- The study applied a quantitative research method

5.7 RECOMMENDATIONS

Based on the findings above of the district government department, the following recommendations concerning the Dr Kenneth Kaunda District Municipality are presented below:

5.7.1 Employee retention strategy

Based on all the findings of the research study, the district department should always implement and update the employee retention strategies of the organisation, which should assist in employees having knowledge and understanding of employee retention and employee retention strategies. On the findings, it was found that most of the employees were not aware of employee retention strategies with the organisation. The management should consider the impacts it will bring within the department if all if not most of the employees were having knowledge and understanding of employee retention in general. Furthermore, management of the district department should develop training within the department where employees are taught and given insight into the department's employee retention and its strategies.

It is further recommended that the district department should establish clear guidelines of retention strategies that define principles and standards of the organisations.

5.7.2 Employee involvement

A number of respondents indicated that they never felt that they are involved or acknowledged in any manner concerning the district department. Therefore, management of the district department should undertake the statement above to implementation, where employees are involved in decision-making of the business. This will contribute to preventing employee dissatisfaction and driving forces that cause them to resign.

5.7.3 Poor working environment

The management of the district department should improve its working environment that is pleasing and accommodating to its employees to avoid losing more of the talented employees. Management should be committed to making changes that would be more adaptive in allowing its employees to fit to new changes. Top management should also set goals that will be valuable for a long-term basis.

5.7.4 Poor communication by management

Poor communication has led many organisations to losing talented and experienced employees. Employees are the driving force that leads the organisation to achieving desired goals. Top management of the district department should impose organisational corporate culture that involves proper communication between management and its employees. This will assist in dealing with poor communication and, therefore, it will give the shareholders a policy to share suitable knowledge to be distributed and exchanged within the organisation.

5.7.5 Human resources strategy

Retention strategies are factors under human resources department. The implementation of new retention strategies falls under the human resources department before they can be finalised, so it is recommended that the department should embark on appointing qualified candidates, which will enable the department to enhance responsibilities concerning employee retention and its strategies.

It is also further recommended that management should improve in reaching department strategies that can assist in managing and setting any organisational goals and deliver good services to its customers.

5.8 FUTURE RESEARCH RECOMMENDATIONS

The research focused exclusively on the relationship between employee retention and leadership styles of the district government department. Even though the collected information was useful, this research suggests that since the respondents were mainly employees and fewer managers, for future research one should embark on concentrating mainly on top management, which should minimise and help to avoid employees' perception about their managers and the department in general.

5.9 REMARKS

Based on all the findings, the objectives of the study have been met from all angles. Furthermore, the research study was conducted to analyse the relationship between leadership styles and employee retention in district government department, and it was found that the leadership of the district department complies with some of the employee retention and not all of them. The observed findings were presented and

interpreted in Chapter 4 of this study. This last chapter gave recommendations to the department and it is believed that the study will assist managers in establishing and implementing crucial things that can lead to very successful employee retention in the future.

Based on the findings and recommendations, it was foreseen that the study would assist the Dr Kenneth Kaunda District Municipality in the implementation of employee retention and strategies processes.

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EconomicandManagementSciencesResearchEthicsCommittee (EMS-REC)
Tel: 018 299-1427
Email: Bennie.Linde@nwu.ac.za

20 September 2019

Dr J Viljoen

Per e-mail

Dear Dr Viljoen,

EMS-REC FEEDBACK: 20092019

APPLICANT: Dr J Viljoen- MBA

STUDENT: B J Chauke (27838285)(NWU-01331-19-A4)

Your ethics application, *the relationship between leadership styles and employee retention in district government departments*, that served on the EMS-REC meeting of 20 September 2019, refers.

Outcome:

Approved. A number NWU-01331-19-A4 is given for three years of ethics clearance. Kindly provide the permission letter to Mrs D Vorster before data can be gathered.

Kind regards,

AL Bevan-Dye

Prof Ayesha Bevan-Dye

Deputy-Chairperson: Economic and Management Sciences Research Ethics Committee (EMS-REC)

Vanderbijlpark Campus



MUNICIPAL MANAGER

Tel: +27 18 467 8089/8517 Fax: +27 18 462 1452, Toll free: 0800 123 456
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CITY OF
MATLOSANA

TSR Nkhumise/bm (245)

09 October 2019

Ms BJ Chauke
North West University
Potchefstroom Campus

Dear Madam

**RE: REQUEST FOR PERMISSION TO CONDUCT RESEARCH STUDY AT THE CITY
OF MATLOSANA LOCAL MUNICIPALITY**

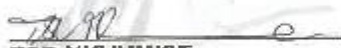
The above subject matter bears reference.

Permission is hereby granted to use Matlosana Municipality as your case study in pursuit of MBA Post graduate on the relationship between leadership styles and employee retention in district government departments with North West University.

1. That you are allowed to collect data and samples for the purpose of your studies. Please make sure that you make pre arrangement with officials to avoid jeopardizing service delivery.
2. That you will ensure ethical compliance during the data collection and to share the outcome of your study with the Municipality upon completion of your research work.

The municipality wish you all the best in your studies.

Yours faithfully,


TSR NKHUMISE
MUNICIPAL MANAGER



RESEARCH SURVEY QUESTIONNAIRE

The relationship between leadership styles and employee retention in district government departments.



CELL: 078 222 9313

Email: JUDDYBASANI@GMAIL.COM

Dear Interviewee

This **informed consent statement** serves to confirm the following information as it relates to the MBA mini-dissertation on **The relationship between leadership styles and employee retention in district government departments.**

1. The sole purpose of this research is to obtain information from experts (such as yourself) employed in district government departments in an attempt to determine the nature of your everyday experience related to the research topic.
2. The procedure to be followed is a quantitative research design, which includes structured questions in a questionnaire. Basic biographical information will be asked to determine the statistical profile of the participants.
3. The duration of the questionnaire will take no longer than a maximum of 30 minutes.
4. Please note that the information being asked is purely for academic purposes, and the survey is completely anonymous and confidential. Your responses are combined with those of many other participants and are summarised in a report to further protect your anonymity. The complete questionnaire will be kept strictly confidential by the researcher and NWU.
5. Your participation in this survey is highly appreciated.
6. Should you need any clarity, please feel free to contact my study supervisor at the above contact details.
7. My study supervisor for this research is Dr Jos Viljoen.
8. The completion of the questionnaire is on a voluntary basis.

I, _____ (name and surname), hereby declare that I have read and understand the contents of the informed consent statement, and give my full consent to progress with the questionnaire on _____ (date) and for the use the information communicated by myself to her in her MBA dissertation.

<u>Name and designation</u>	<u>Signature</u>	<u>Date</u>
-----------------------------	------------------	-------------

BACKGROUND INFORMATION

Leadership: Leadership skills truly do matter in enlightening the performance of public sector organisations, and it is highly likely that the optimum style is an integrated one: Public sector leaders should perform mainly as transformational leaders, moderately leveraging transactional relationships with their followers and heavily leveraging the importance of stabilising integrity and ethics in the fulfilment of tasks (Oraziet *al.*,2013).

Transformational leadership: The transformational leader hopes to uplift the followers' higher-order needs, meaning that leaders and followers raise each other's motivations and intellects of determination (Gomes, 2014:14), likewise Odumeri and Ifeanyi(2013:356) indicated that "Transformational leadership increases the motivation, morale, and performance of followers through a variety of mechanisms".

Transactional leadership: Comportment is in similarity with transformational leadership as in transactional comportment, cooperation is achieved through exchange of rewards while the key elements of transformational leadership are: inspirational incentive and idealised impact, which function as a charismatic paradigm and expresses an image of the future that is communal (Mahdinezhad *et al.*,2013:29).

Employee retention: Employee retention can be defined as the ability of an organisation to retain its employees, especially the most talented ones, and long-term health and success of any organisation depend upon the retention of key employees (Lahkar& Mukulesh, 2013:8).

District government department: Local government departments can be described as some government bodies elected by the people that have administrative, legislative and executive functions on the territories under their jurisdiction(Ndreu,2016:6).

GENERAL INSTRUCTIONS

1. The selected employees are requested to complete the questionnaire.
2. Please complete all the questions with honesty as far as possible.
3. Please answer all the questions so that it can provide the researcher with sufficient information to assist in analysing and interpreting the study.

The research survey consists of three sections, namely sections A, B and C, to establish what is known as viable data for the researcher based on the study under investigation. Section A will ask for demographical information from each participant to create a comprehensible profile of the population under investigation.

The questionnaire is divided into 3 sections:

Section A: Demographic and general information.

Section B: Leadership styles

Section C: Employee retention and strategies

SECTION A: DEMOGRAPHIC INFORMATION

Cross-out all applicable options with an (X). Please complete all the applicable questions.

1. Gender

A1.1	Male	1
A1.2	Female	2

2. Age

A1.3	>20	1
A1.4	21-25	2
A1.5	26-30	3
A1.6	31-35	4
A1.7	36-40	5
A1.8	41-45	6
A1.9	46-50	7
A1.10	51-55	8
A1.11	56-60	9
A1.12	61<	10

3. Highest qualification

A1.13	Grade 10	1
A1.14	Grade 12	2
A1.15	Certificate/Diploma	3
A1.16	First degree	4
A1.17	Master's degree	5
A1.18	Doctorate degree	6
A1.19	Other (Specify: _____)	7

4. Duration of employment in current position

A1.20	>5	1
A1.21	6-10	2
A1.22	11-15	3
A1.23	16-20	4
A1.24	21-25	5
A1.25	26-30	6
A1.26	31-35	7
A1.27	36-40	8
A1.28	41-45	9
A1.29	46<	10

5. Job grading

A1.30	General employee	1
A1.31	Junior management	2
A1.32	Middle management	3
A1.33	Senior management	4
A1.34	Executive management	5
A1.35	Other (Specify: _____)	6

6. Region-stream

A1.36	Human Resources Department	1
A1.37	Administration Department	2
A1.38	Financial department	3
A1.39	Marketing Department	4
A1.40	Operations Department	5
A1.41	Tourism Department	6
A1.42	Engineering Department	7
A1.43	Other (Specify: _____)	8

7. Why do you work for the district department that you are currently working for? **Choose one**

A1.44	I like my job.	
A1.45	I want to make a difference.	
A1.46	For job security as it is a permanent job.	
A1.47	I work for money/benefits.	
A1.48	I have not found something I like as yet.	

8. Are you considering leaving the department in the future? – Klerksdorp and Orkney area District? **Choose one**

A1.49	Yes	
A1.50	No	

9. If you have answered **yes in 8** above, please choose **one** reason why you are considering leaving.

A1.51	For better employment opportunities anywhere	
A1.52	To join the private sector	
A1.53	To study further	
A1.54	To start my own business	
A1.55	Due to incapacity or ill-health	
A1.56	To stop working and focus on my family	
A1.57	It will be time for my retirement	

SECTION B: LEADERSHIP STYLES

1.1 The following section relates to your general review on how you feel about your manager's leadership styles.

Please rate the extent to which you agree or disagree with the following statements by making an "X" over the appropriate number on the 1 to 5 point scale next to the statement.

Please take note that 1 = Strongly disagree and 5= Strongly agree.

1 = Strongly disagree	2 = Disagree	3 = Don't Know	4 = Agree	5 = Strongly agree
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	STATEMENT	SCALE				
B1	My manager is always seeking new opportunities for the unit/department	1	2	3	4	5
B2	My manager has a clear knowledge and understanding of where the department is going	1	2	3	4	5
B3	I get inspired by my manager's plans for the future	1	2	3	4	5
B4	My manager leads by acting rather than telling	1	2	3	4	5
B5	My manager leads by example	1	2	3	4	5

B6	My manager provides an appropriate model to follow	1	2	3	4	5
B7	My manager encourages collaboration among every employee	1	2	3	4	5
B8	My manager fosters teamwork	1	2	3	4	5
B9	My manager encourages the group to work together to achieve the same goal	1	2	3	4	5
B10	My manager develops a team spirit attitude among his/her employees	1	2	3	4	5
B11	I feel so much is expected of me from my manager	1	2	3	4	5
B12	My manager always insists that there is room for improvement	1	2	3	4	5
B13	My manager always insists on best performance	1	2	3	4	5
B14	My manager acts without considering my feelings	1	2	3	4	5
B15	My manager respects my personal feelings	1	2	3	4	5
B16	My manager behaves in a thoughtful manner when I have personal needs	1	2	3	4	5
B17	My managers acts without considering my personal feelings	1	2	3	4	5
B18	My manager makes work that looks difficult to me much easier	1	2	3	4	5
B19	My manager has ideas that have forced me to rethink some of my own ideas that I have never questioned before	1	2	3	4	5
B20	My manager has encouraged me to look at the brighter side in every problems	1	2	3	4	5
B21	My manager always gives me positive feedback when I perform well	1	2	3	4	5
B22	I get special recognition from my manager when I perform very well	1	2	3	4	5
B23	I get commendation from my manager when I perform above my average job	1	2	3	4	5
B24	I get personal compliments from my manager when I do an outstanding work	1	2	3	4	5
B25	My manager rarely acknowledges my good performance	1	2	3	4	5

SECTION C: EMPLOYEE RETENTION

1.1 The following section concerns your general knowledge with regard to the reviews of employee retention and employee retention strategies in the district department.

Please rate the extent to which you agree or disagree with the following statements by making an “X” over the appropriate number on the 1 to 5 point scale next to the statement.

Please take note that 1 = Strongly disagree and 5= Strongly agree.

1 = Strongly disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly agree
----------------------------------	-------------------------	------------------------	----------------------	-------------------------------

	STATEMENT	SCALE				
C1	I intend to change from my present department to a different department within a period of three years	1	2	3	4	5
C2	I am satisfied and well appreciated for the work I do.	1	2	3	4	5
C3	If I wanted to do another job or function, I would look first at the possibilities within this department	1	2	3	4	5
C4	Having a job is all that matters, it does not matter if I have to work for this department or another as long as I have a job	1	2	3	4	5
C5	If I had my way, I will definitely be working for this department for the next five years	1	2	3	4	5
C6	I would choose to work for another department if I could start over again	1	2	3	4	5
C7	I see a future for myself within this department	1	2	3	4	5
C8	If I received an attractive job offer from another company, I would take the job	1	2	3	4	5
C9	I love my job and it is very important to me	1	2	3	4	5
C10	I love working for this department	1	2	3	4	5
C11	I have checked out a job in another department previously	1	2	3	4	5

1.2The following section concerns with the employee’s knowledge they have with regard to employee retention strategies the district department have.

Please rate the extent to which you agree or disagree with the following statements by making an “X” over the appropriate number on the 1 to 5 point scale next to the statement.

Please take note that 1 = Strongly disagree and 5= Strongly agree.

1 = Strongly disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly agree
----------------------------------	-------------------------	------------------------	----------------------	-------------------------------

	STATEMENT	SCALE				
C12	The department has an employee retention policy and strategy	1	2	3	4	5
C13	The employee retention policy and strategy is being implemented.	1	2	3	4	5
C14	Retention strategies have been considered, discussions are in place and the strategies are being formulated.	1	2	3	4	5
C15	I am not aware of any retentions policies or strategies.	1	2	3	4	5

Ethics informed consent form

MBA -STUDY: MASTER OF BUSINESS ADMINISTRATION

FIELD OF STUDY: NWU SCHOOL OF BUSINESS AND GOVERNANCE

NORTH WEST UNIVERSITY

RESEARCHER: BASANI CHAUKE

SOUTH-AFRICA

CELL: 078 222 9313

Email: JUDDYBASANI@GMAIL.COM

Dear Interviewee

This **informed consent statement** serves to confirm the following information as it relates to the MBA mini-dissertation on: **The relationship between leadership styles and employee retention in district government departments.**

1. The sole purpose of this research is to obtain information from experts (such as yourself) employed in district government departments in an attempt to determine the nature of your everyday experience related to the research topic.
2. The procedure to be followed is a quantitative research design, which includes structured questions in a questionnaire. Basic biographical information will be asked to determine the statistical profile of the participants.
3. The duration of the questionnaire will take no longer than a maximum of 30 minutes.
4. Please note that the information being asked is purely for academic purposes, and the survey is completely anonymous and confidential. Your responses are combined with those of many other participants and are summarised in a report to further protect your anonymity. The complete questionnaire will be kept strictly confidential by the researcher and NWU.
5. Your participation in this survey is highly appreciated.
6. Should you need any clarity, please feel free to contact my study supervisor please contact me at above contact details.
7. My study supervisor for this research is Dr Jos Viljoen.
8. The completion of the questionnaire is on a voluntary basis.

I, _____ (name and surname), hereby declare that I have read and understand the contents of the informed consent statement, and give my full consent to progress with the questionnaire on _____ (date) and for the use the information communicated by myself to her in her MBA dissertation.

<u>Name and designation</u>	<u>Signature</u>	<u>Date</u>

To whom it may concern

Cecile van Zyl
Language editing and translation
Cell: 072 389 3450
Email: Cecile.vanZyl@nwu.ac.za

29 March 2021

Dear Mr / Ms

Re: Language editing dissertation: The relationship between leadership styles and employee retention in district government departments

I hereby declare that I language edited the above-mentioned dissertation by BJ Chauke (student number: 27838285).

Please feel free to contact me should you have any enquiries.

Kind regards

A handwritten signature in black ink, appearing to be 'Cecile van Zyl', with a large loop at the end.

Cecile van Zyl
Language practitioner
BA (PU for CHE); BA honours (NWU); MA (NWU)
SATI number: 1002391