

The influence of training on employee retention for a tailing company

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“Recipe for success: Study while others are sleeping; work while others are loafing; Prepare while others are playing; and dream while others are wishing.” – William A. Ward

“Obstacles are those frightful things you see when you take your eyes off your goal” – Henry Ford

ABSTRACT

The purpose of this study is to examine the influence that training has on employee retention for a tailings company.

Worldwide the retention of the most skilled employees has been one of the most serious concerns that managers are facing in an ever increasing higher rate of employee turnover. A growing number of organisations view their human resources compliment a a definite source of their competitive advantage.

The corporate operation used for this study will be a tailings management organisation that has operations on many of the larger mining houses within the different areas of mining activities that is mostly situated in the Goldfields, Rand and Stilfontein or Orkney operations.

The literature review consists of articles written by industry professionals who discuss employee retention issues.

Retaining qualified employees in a labour intensive and demanding work environment is a major struggle in the tailings services industry.

The researcher has identified how training influences the employees' commitment and loyalty towards their specific company.

Data has been collected from 128 respondents by using the convenience sampling technique. The results indicate that there is a positive relation between training and employee retention, as well as employees' decision to remain with the company for longer periods.

Recommendations were based on the possible means to address employees who are not committed to the company and can apply to any organisation in almost any industry.

Key words: Employee, retention, training, influence.

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CHAPTER 1 – NATURE AND SCOPE OF THE STUDY

1.1 Introduction

Retention of employees in the tailings environment is critical to ensure that valuable skills and knowledge remain in the industry and that it is not lost to other competing sectors. Retention of suitably qualified and skilled employees in a labour-intensive industry such as the tailings working environment remains one of the biggest struggles that is faced by these industry leaders. Training is a vital component for any development in any organisation.

This study is about highlighting the fact that unless training and development is conducted in organisations, the objectives, such as the retention of employees will be very difficult to attain.

A well-known market leader in this industry went through an exodus of well-qualified and skilled managers and operational level employees on different levels for the two years preceding 2017. Mostly the employees that left this market leader did so to be either employed by the competitors, or in some cases even starting up their own firms which competed with the market leader for the applicable contracts. This left an ever-decreasing pool of qualified and suitably skilled employees to fill the managerial vacancies and other similar vacancies for this market leader, due to the experience and seasoned tailings operators going in search of greener pastures. In some cases, employees with more than 30 years' experience have left the company taking the rich knowledge base of experience and skills with them to the competition.

1.2 Problem statement and core research question

Although training of employees in organisations has improved drastically over the years, the literature on employee retention through adequate training provided still needs to be elaborated on. The existing studies in this relation (Harvey, 2002; Harvey, Meyers & Novicevic, 2002; Jackson, 2002; Kamoche, 2002; Kamoche, *et al.*, 2004; Kraak, 2005) have taken a general human resource management (HRM) focus, creating a gap on issues such as the effect of training on employee performance.

A tailings competitor to the existing market leader is faced with the same problem, the retention of their most skilled and best qualified and experienced employees. The annual rate of staff turnover in this sector is having a negative impact on the overall effectiveness of these organisations, as well as the industry as a whole. As soon as an employee leaves his or her current employer, other employees must attempt to fill the vacancy until a suitably qualified replacement can be found, which in turn has a negative effect on the morale of the remaining employees.

The problem this study will attempt to address is to see if the training that employees on all levels in the organisations do receive can have a significant impact on the retention and loyalty the employees may have towards their current employer. It is to investigate whether the current training provided to the employees in the competitor tailings company could have an influence on the loyalty of the employees to remain with the company.

1.3 Objectives of the study

The researcher wants to determine whether the current training provided to the employees in the competitor tailings company could have an influence on the loyalty of the employees to remain with the company. If it is the case that some of the reasons for employees leaving the tailings company can be attributed to the type of training that is delivered to the employees, in order for management needs to make an informed decision to address the problem before it might have a serious negative impact on the company.

1.3.1 Primary objective

The primary objective of this study is to determine whether training influences employee retention for a specific tailings company.

1.3.2 Secondary objectives

The following secondary objectives serve the primary objective :

-  Conduct a literature review on current retention overviews in general industries.
-  Develop a questionnaire to determine whether any employees in the tailings company can indicate whether the training provided in said tailings company has an employee retention affect on the tailings company.
-  Offer possible recommendations on training improvement that can assist in employee retention for the tailings company.
-  Drawing a conclusion on the influence of training on employee retention for a tailings company.

1.4 Scope of the study

1.4.1 Field of study

The scientific field under which this study falls is human resource development and management sciences.

1.4.2 Geographical demarcation

The geographical demarcation refers to the boundaries, or conceptual separation, between items. The geographical demarcation for this study is the respective South African operations for INTASOL Tailings and is only situated within the borders of South Africa.

1.4.3 Importance and benefits of the study

This study should assist to establish how training initiatives can have an influence on the retention of employee's significant role in their current job. The development of employees in their respective careers in the tailings sector, and more specifically while working for a specific competitor in the tailings industry.

The findings of this study will assist the competitor tailings company to be able to implement possible measures which can attempt to reduce the turnover of employees, and ultimately on the foundations, where it all boils down to.

1.4.4 Delimitations

The research was conducted for a competitor in the tailings industry and assisted the organisation to prevent and address a real problem that is becoming evident in the tailings industry. The study will not be a one-stop answer for all employee retention problems that industries or organisations may have but will attempt to gather the real reasons on how employees perceive training and development in the applicable tailings competitor company and whether this can be used to retain highly skilled employees. This study did not cover the entire workforce of the tailings competitor because the research will be limited to specific areas of operation, where the tailings competitor has taken over a number of operations from the market leaders.

1.4.5 Assumptions

The researcher is contented in ensuring that employee retention can be achieved in the competitor tailings company. The researcher's focus will be concentrated only on the tailings operation for the specific company. The researcher mainly gathered the data in the Northern Free State operations because of the familiarity with the area and the availability of the employees. The result will, therefore, be generalised to show the correlation between employee retention and organisational training and skills delivery for the total workforce of the company.

1.4.5.1 Assumption 1

The researcher is working with the assumption that all employees will be honest in the data gathering process and that the feedback received will be to the benefit of the organisation.

1.4.5.2 Assumption 2

There is also assumed that the tailings competitor conducts training and development programmes for its employees and that all employees will cooperate with the researcher in terms of the data collection.

1.4.5.3 Assumption 3

All participants of the survey are actively working for the tailings company on many levels in the company hierarchy.

1.4.6 Definition of key terms

Here follow some abbreviations that the reader will encounter in the research proposal. More abbreviations will be added during the course of the research.

Table 1-1: Abbreviations used in this document

Abbreviation	Meaning
TSF	Tailings Storage Facility
HR	Human Resource
HRD	Human Resource Development
ETD	Education Training and Development
HRM	Human Resource Management

1.5 Research methodology

1.5.1 Description of overall research design

A quantitative research design was used for this research approach. This type of approach focused on expressing quantities in the collection and analysis of data. Quantitative research also takes a deductive approach in order to test the relationship between research and theory. The practices and norms used in natural sciences are incorporated in this approach (Bryman, *et al.*, 2014:31). This allows for the natural science epistemology named positivism. This epistemology provides a basis on which the subject can be researched without the researcher being influenced by the subject or *vice versa*. Scientific data that is collected in this type of approach can be interpreted as quantitative data and will allow the use of mathematical and statistical techniques to analyse the data. Furthermore, quantitative data allows the researcher to find patterns and relations in the data, which can be useful when presenting findings (Botha, 2017:71).

Table 1-2: Chapter layout

Title: The influence of training on employee retention for a tailings company	
Chapter 1:	Nature and scope of the study.
Chapter 2:	Literature review of activities, management and technology used in the industry.
Chapter 3:	Empirical study.
Chapter 4:	Conclusions and recommendations.

1.5.2 Population/sampling

The population that will be studied will consist mainly of senior and middle managers, supervisory employees, as well as general workers who work for the competitor tailings industry in the Northern Free State Area. The researcher will be able to approach employees in similar roles from the tailings company that is situated in the Randfontein, Carletonville, Steelpoort, Lydenburg and Burgersfort regions if needed. The population can be from any of the South African operations of the tailings company. The unit of analysis will include team leaders, operational supervisors, site managers, health & safety officers, contract/production managers, as well as operations managers.

All the employees mentioned above are working for the competitor tailings company in different areas and are conducting similar work on the different areas of operations. The age range is between 22 to 64 years of age.

The list of the applicable employees is known to the researcher. It is a possibility to obtain the applicable name list from the Human Resource department of the competitor tailings company to ensure that the most suitable employees can be reached. The sample size will be in the region of 135 employees falling in the relevant job descriptions as mentioned previously. The ideal would be to have an absolute sampling size, because of the access to the participants in the organisation, which will ensure that there is a lesser error in the sample due to having access to all the respondents.

1.5.2.1 Unit of analysis: location

The tailings company's operations are located across South Africa and are mostly found around the areas where mining activities are taking place. This study will be conducted on a relative national scale, which dictates that the unit of analysis is in South Africa.

1.5.2.2 Unit of analysis accessibility

Accessibility to the respondents will be relatively simple due to the researcher being familiar with all of the different operations in all the different locations, as well as the specific type of operation in the different areas where the tailings company operates in.

1.5.2.3 Suitability of unit of analysis

Being able to understand suitability will require specific consideration to be paid to the primary research question:

The influence of training on employee retention for a tailing company.

Consequently, the focus is on the influence that training has on the employees in the tailings company when it faces the retention of the employees for the tailings company. This is, therefore, an indication that the unit of analysis will require employees of the tailings company to be in some role and be actively working for the tailings company on any of the South African operations.

1.6 Limitations of the study

The intended research is to be conducted for a competitor in the tailings industry and to assist the organisation to prevent and address a real problem that is becoming evident in the tailings industry. The study will not be a one-stop answer for all employee retention problems that industries or organisations may have, but will attempt to gather the real reasons on how employees perceive training and development in the applicable tailings competitor company, and whether this can be used to retain highly skilled employees. This study did not cover the entire workforce of the tailings competitor, because the research will be limited to specific areas of operation where the tailings competitor has taken over several operations from the market leaders.

CHAPTER 2 – LITERATURE REVIEW

2.1 Introduction

Many employers have tried throughout the years to implement measures and reward systems to ensure that the skilled employees remain in their respective employment, but this seldom had the desired result. “A new study by professional service giant Deloitte found that two-thirds of millennials expect to move on from their current employer within the next five years” (Mink, 2016). This section presents a review of the literature on the topic in question, the effect of job training on employee retention. A very important tool to ensure that employee retention is significantly reduced, is to train the staff or employees of the organisation.

Training will allow the employees to be more familiar with their environment and will also assist the employee in having a workplace that he or she is more relaxed in and that boosts confidence in the employee. Once this is the norm, the employee will enjoy his or her work more and this will benefit the organisation. The reduction in the turnover of the employees will benefit the organisation greatly by saving money (Mullins, 2005:452). An example is the payment of severance packages, or even something as insignificant as the re-issuing of uniform to “new” employees when other employees have resigned.

Ichniowski (2004:11) believes another tool for staff retention is to conduct staff training. When employees have to be replaced it will cost the organisation in other departments, despite the financial losses where valuable skills are lost, which is very difficult to put a monetary value on.

By ensuring that high quality training is provided to the employees of the organisation, the employees will also be able to take on more responsibilities that will suit them and allow them to advance in their respective careers. The additional costs for employing additional supervisors will also be drastically reduced, due to the employee’s confidence levels being boosted.

There are many costs that could impact the turnover of the organisation when employees are not retained to the organisation, which include, among only a few, the process of recruiting, placement and training, and eventually separation of the new employee.

2.2 Retention overview

There are a few theories on motivation which have a real influence on the ability to retain employees in an organisation. The most significant of them are the equity theory, need theory, and expectancy theory. They are specifically emphasizing factors such as work environment, employee responsibility, fairness or equity, and surely most important of all, employee development.

By aligning the organisational objectives with the needs and motivations of the employees, the turnover rate of the organisation should be able to come down significantly. An employee who is engaged and taking part actively in the organisation wants to see the following being addressed to remain in an organisation:

- ✚ The working environment must be free from stress, have a friendly atmosphere that encourages a positive environment which thrives on the exchange of ideas.
- ✚ Employees want to have more responsibilities and have an expectation of being rewarded for additional responsibilities taken up by the employee.
- ✚ Employees expect to be treated fairly and want to be treated like their colleagues. When an organisation discriminates on aspects such as gender, sex, race, age or any other form of discrimination, the relevant organisation can expect to have employees leave the organisation.
- ✚ Surely, most importantly, an employee wants to be developed in the organisation. They seek development and growth in the organisation that will culminate in the above-mentioned needs.

Equity theory deals with the productivity, satisfaction, absence and turnover variables. The strongest legacy is probably the spark that it ignites for the research in organizational justice (Robbins, *et al.*, 2009:161). The factors as mentioned above are the motivational theories that encourage the employees to be retained (Ramlall, 2004).

“Retention matters because high turnover creates high replacement costs and is clearly associated with low levels of customer satisfaction, customer loyalty, and a loss in revenue. Retention is particularly challenging today due to an aging work force and a growing imbalance in the supply and demand of qualified personnel” (Padron, 2004).

Many organisations have spent a vast amount of money in up-skilling their employees in the organisation, and then must see the “investment” being utilized by a competitor and thus possibly losing the competitive advantage. This is a real dilemma if you keep in mind that one of the main reasons organisations go through the whole exercise of ensuring that their workforce is suitably skilled, is to ensure that they will be able to differentiate themselves from the competition by ensuring that the workforce can deliver on terms that the competition is not able to.

2.3 Retention is important for the tailings Industry

The retention of employees in the tailings industry is vital to ensure that skills and expertise are not lost. Taylor (2002) indicates the importance of employee retention in the following manner:

- ✚ There are several new job opportunities, but the pool of talented employees is ever decreasing.
- ✚ The increase in getting suitably skilled employees remain a great problem for organisations. It, therefore, remains a vital aspect to retain talented employees.
- ✚ The workforce is ageing and the employees who retire further reduce the pool of talented employees.
- ✚ Many current jobs require employees with talent and their respective skills for that job.
- ✚ The new culture in the workplace requires more flexibility, which is making employees less involved in their workplaces.

Ensuring that the right employees are available for the right job should create a committed and involved employee that can keep the turnover rates lower. This should lead to higher levels of satisfaction, loyalty towards clients, and higher service levels (Dawson & Abbot, 2009). The other reasons suggested that the high turnover rate in the tailings industry is the demographics of employees as well as the demanding nature of the tailings industry.

Most of the tailings dams in the country are situated around the historical mining towns. This is also where most of the unskilled labour is situated. Retention is thus a vital aspect of any organisation's efforts to remain competitive in the business field and can easily be the differentiating factor between winning or losing a multi-million Rand or Dollar contract. "But a smart organization can effectively build loyalty among its best young talent by giving these employees a reason to stay," said Michael Marty, the vice president and general manager of operations and business services for Care.com, which helps with senior and other aid.

"Experts say, much of the responsibility for retention rests with individual managers and their ability to employ Grade-A people with managerial and motivational skills. Leaders who can enable meaningful and fulfilling work experiences for their teams are much more likely to win loyalty and retention, especially when times are tight and monetary rewards may be slim" (Michelman, 2003:2).

"Retention is a voluntary process by an organisation to create an environment that engages employees for a long time" (Chaminade, 2007:23).

2.4 Employee staff turnover

Page (2001:17) stated that staff turnover encompasses personnel moves that include lay-off's, firings and promotions. While staff turnover will always be there, many businesses do require a stable bottom line that will build a long-term relationship with long-time employees. In many cases, staff turnover is limited by union representation and employee contracts.

Any decision taken hastily to promote or laying off an employee can lead to a great loss in productivity which will diminish the remaining loyalty of the rest of the employees. The function of staff turnover is to keep essential personnel in positions best suited to their skills (Mullins, 2005:63). Booth and Hamer (2007:81) said that the turnover of the employees may entail the consolidation of positions by creating new jobs that reflect the new challenges facing an organisation. This must be a great opportunity for employee training and enhancement into more roles of responsibility.

According to Mathis and Jackson (2007:301), staff turnover can be broken down into internal and external types. Internally the turnover strategy should involve the promotion of the current employees, adding new responsibilities to job titles, and bringing in entry-level employees to enable the organisation to grow.

Externally the turnover means that the employees will be leaving the organisation to seek new jobs, better opportunities, or enter the retirement era of their working life. "Thus, the key to reducing turnover seems to be finding out what motivates employees to leave a job" (Chikwe, 2008).

"Understanding your employees' needs is key to ensuring they are bringing their top game and will stay part of your team for a long time. While pay, hours and schedule top the list of needs for most staff members, equally important is pride in their work and being part of a culture that celebrates them as individuals and offers opportunities for growth" (Flaherty, 2016:1).

2.5 Causes of staff turnover

According to Carrel *et al.* (2000:579), staff turnover is caused by low remuneration, dissatisfaction with the job, and treatment that is unfair towards the employee. According to Grobler *et al.* (2002:257), staff turnover costs may be estimated to include separation, replacement, recruitment and training costs. When management can become aware of the reasons why the turnover rate is high, they could attempt to address it.

Booth and Hamer (2007:300) highlighted that many organisations are working extremely hard to address the high rate of staff turnover. Management wants their staff to work well together like a well-oiled machine and assumes that this is the case if the turnover of the organisation is low.

The following are some of the causes of staff turnover:

2.5.1 Lack of staff training and development as the cause of staff turnover

Blanket retention strategies may be to the disadvantage of the company if they are applied to employees with both high potential and with average or low skill levels because the factors that motivate high potential employees are likely to be different from low potential employees (Griffeth & Hom, 2001). It may be helpful to organisations to put strategies in place that will assist with the retention of their high performers and steer clear of methods that would appeal mainly to average or low performers (Steel, Griffeth & Hom, 2002).

In organizations where employees receive proper training to assume greater responsibilities, their turnover rates are generally lower (Moncarz, 2009). Booyens (2000:53) stated that for an organisation to be successful in the provision of service delivery, it remains essential for managers to drive, introduce, manage and evaluate programmes with the aim of developing the organisational employees, their knowledge, levels of skills, attitudes towards the organisation, attitudes toward self-empowerment, as well as their own personal growth and fulfilment.

Once this becomes evident in the organisation, the promotion of staff development will follow. The training of the staff and their development will include a number of different undertakings, such as new employee's induction training, new employee's orientation to the organisation, and industry, in-service education, continuous training and career development initiatives.

This will promote the development of the employees in the organisation. Career development can be conducted formally by ensuring that employees with appropriate qualifications and experience are available when the organisation has the need or opportunity for the required skills. As stated by Nel *et al.* (2004:373), the reasons for career development in organisations should be the following:

- ✚ The work-life quality of the employee must improve when he/she has the opportunity to progress in his/her career.
- ✚ Employees must be able to learn new skills with the result that there should be a demand for them.
- ✚ Development of the employee's careers in the organisation will reduce the turnover rate.
- ✚ The satisfaction the employee gains by being placed in a role that is meeting his needs, ambitions and abilities.

Apart from meeting the requirements of Human Resources, training will also increase the marketability of the employee being trained, and ultimately the organisation. The skills the employees gain will enable them to meet challenges head on and succeed.

When the training falls short of the intended purpose the employee will become frustrated and this will lead to employee turnover (Kirschenbaum & Weisberg, 2002:389).

Nel *et al.* (2004:330) are of the opinion that a continuous phase of training with development programmes should be able to ensure that the employees remain up to date with the latest issues in the industry, and thus will ensure that the employee's knowledge and competence stay on par.

Supporting employees through empowering them to gain access to further education will make them more valuable for the organisation (Smit and De Cronje, 2003:88).

George and Jones (2002:123) said that several methods may be used to provide and maintain continuous training for the training of staff members:

- ✚ The use of small activities in which the staff members of a section share interesting topics of mutual interest with staff members or with another section.
- ✚ Organisations usually support individual programmes for continuous training, such as degree courses at universities relevant to the worker's role or expertise.
- ✚ In addition, the executive management also supports the attendance of workshops, seminars, conferences and symposia to develop staff members and to decrease staff turnover.

Regular workshops or seminars will increase the employee's understanding of their respective roles in the organisation, as well as to stimulate new goals that they can set for themselves. The employees must be challenged continuously in their roles on the job to enable them to remain on par with their fields of expertise.

Van Tiem (2003:69) said that employees will remain engaged for longer in their organisation when they feel that the organisation has invested in them.

Booth and Hamer (2007:296) also stated that in-service training is the training of an employee while he/she is doing his/her job or rendering a service to clients in an organisation. This then implies regular updating, training, educating and stimulating the employee to learn more about his present knowledge of his job. Usually, the in-service programmes are directed towards employees gaining the necessary knowledge to implement modern technologies, equipment or policies in their organisations.

2.5.2 Poor employee orientation leads to high staff turnover

As mentioned above, one of the best starting points to ensure employee retention is to develop and maintain a well-organised employee orientation programme in the organisation.

Booyens (2000:56) said that the orientation in the organisation is the personalised training of the individual employee to assist him with becoming familiar with the job that he needs to fulfil on the job itself. The aim of this orientation is to be as effective as possible and remain productive.

This orientation process's aim is the need to reduce the anxiety and create an environment that is having a realistic expectation from the new employee.

Usually the orientation process is the responsibility of the Human Resources department and should be high on the priority list for the organisation.

An orientation process helps new employees to formulate realistic, reasonable and accurate expectations of their new responsibilities and performance requirements. Page (2001:79) further states that an orientation process will also assist in facilitating the employee's social interaction with the organisation.

"Organisations – both public and private – rely on the expertise of their employees in order to compete favourably and indeed gain a competitive advantage in the international market" (Samuel & Chipunza, 2009). According to Gillingham (2008), there are skilled employees migrating daily abroad from South Africa to better jobs.

"When a business loses employees, it loses skills, experience and 'corporate memory'. The magnitude and nature of these losses is a critical management issue, affecting productivity, profitability, and product and service quality. For employees, high turnover can negatively affect employment relationships, morale and workplace safety" (Ghansah, 2011:13).

"So, for those companies that believe the quality of their people is central to building value, it may be time to reconsider the 'they have no place else to go' strategy of employee retention" (Michelman, 2003).

2.6 Defining and classifying staff turnover

Campion, Guerrero and Posthuma (2011) defined staff or employee turnover as the movement of organizational employees from one organization to a better one based on various reasons. Further, they stated that employees move in or out of the business organization, pointing out motivation as one of the main reasons. Important to remember, following the different associated investigated literature that is associated with employee turnover as demonstrated by Nazir *et al.* (2016), was that the movement of an organization's staff from one branch or department to another within the same organization must not be considered as employee turnover.

When classifying employee turnover, Campion, Guerrero and Posthuma, (2011) identified its existence in either controllable or uncontrollable forms. It is stated according to them that controllable employee turnover refers to the form where the organization's management or executive is in control, while the uncontrollable form seemed out of control of both the organization and its executives.

Cheng and Waldenberger, (2013) further attempted to reiterate that controllable turnover is the voluntary resignation and leaving of the organization. They have identified a number of steps that organizations are required to take in order to mitigate the negative effects of such turnover. Accordingly, these steps should include the offering of training, better remuneration and salaries. It is important that the morale is maintained throughout. The negative effects of a controllable turnover could possibly be avoided in the first place. This can be done during the hiring process, (Ferreira & Almeida, 2015). By hiring the best suited candidate an organisation could significantly reduce the chances of a mismatch.

Ferreira and Almeida (2015) also indicated that the uncontrollable turnover is something which the organization and its executives have little control over. The researcher further emphasised the importance of developing mitigating strategies in order to protect the organization from the normally very sudden effects of an uncontrollable turnover.

Peltokorpi, Allen and Froese (2014) said that employee turnover along its causative agents is the movement of such employees in and out of the organization due to internal and external factors. Cheng and Waldenberger (2013) further reiterated on this by stating that poor remunerations, managerial behaviour and little or complete lack of career growth opportunities are the main internal factors. Some of the external factors that could contribute to employee turnover are better job opportunities, job offers, better remuneration. Meier and Hicklin (2007) went further by building on the matter where they referred to it alternatively as the push-pull phenomenon that affects and influences employee turnover.

2.7 Reasons for employee turnover

A number of research efforts have focussed on employee turnover and the effects on organizational performance. Ferreira and Almeida (2015) did some extensive research in this matter and came to many factors that cause employee turnover. The majority of these factors relate to the issues that have an impact on the level of motivation in the organizational environment and the employees. In support of this discussion, Gbervbie (2008) identified the most common reasons for employee turnover in the organization to be old age, poor job design, and lack of job commitment and/or job satisfaction. They further identified a distinct relationship between these factors and the employee turnover being indirectly related.

A fair number of inquiries relate to the relationship between the level of occupational satisfaction of an employee and the related turnover rate. Gbervbie (2008) further recommended that the expansion in the level of fulfilment of employees is sufficient to prompt to lower a turnover rate in an organization. Another aspect that was investigated was the occupational satisfaction, indicating a close correspondence to turnover (Morrell, *et al.*, 2007). This was also identified by Cheng and Waldenberger (2013). They are of the opinion that the major function of turnover is the employee's disappointment with the administration and the prospects of a better occupation offer from the other organization.

2.8 The relationship between commitment and turnover

Although there is a definite relationship between occupational fulfilment and turnover rate, some researchers have suggested that the duty of an employee is associated with the imperative part in employee turnover. Lee *et al.* (2008) conducted a study on paediatric medical attendants, where they presumed that the loyalty with the organization had an immediate relationship and some effect on employees' choices to leave the organization. Gbervbie (2008) also indicated that there is a significant bond between occupational fulfilment and responsibility. This is reflected where motivated and fulfilled employees tend to remain with the organization for prolonged periods of time. They subsequently indicated that the occupational fulfilment, duty and turnover are linked with one another because both factors influence the turnover rate.

Ferreira and Almeida (2015) stated that there is a solid relationship between stress and employment fulfilment, as well as between occupational fulfilment and the organization's duty. They said that if the employees are always stressed while at work, they are becoming more prone to leave the occupation as they are not fulfilled (Meier & Hicklin, 2007). It can thus be assumed that a conferred worker will probably maintain their employment.

Disappointment at work for any number of reasons can be one of the most critical considerations to deliberate on for high turnover rate.

Campion, Guerrero and Posthuma (2011) looked at the effect of remuneration on the choice of employees to stop working. They identified that different results showed that a higher number of employees indicated that they would consider leaving the organization in the event of not being remunerated well. Many different studies have failed to identify a fair relationship between remuneration, work fulfilment and turnover rate. Peltokorpi, Allen and Froese (2014) discovered that these two factors can function as push and force when one considers the turnover rate. They have identified that if an employee is disappointed with the wage rate, such employee will probably be leaving their respective occupation for another organization that offers a higher wage rate.

A study that was conducted by Griffeth *et al.* (2007) reasoned that the remuneration and rewards have an extensive impact on the fulfilment and turnover rate in an organization. They inspected some very diverse sets of factors that included remuneration, employee's duty and turnover rate. Their study reasoned that employees who have high hopes of being paid and compensated as needs remain in employment. Once the rate of remuneration seemed to not meet their expectations, they left the organization for better opportunities. Ferreira and Almeida (2015) additionally refer to discoveries from research that was conducted by Gberville (2008). The latter suggested that the superior workers were more in need of aggregate prizes from the organization as compared with the individual's motivations. As mentioned earlier, once the need is no longer met, they tend to leave the organization for better offers.

Mohr, Young and Burgess Jr. (2011) found that employees who are more inclined towards cash than employment fulfilment, have a tendency to leave the organization intentionally. This is in contrast with the individuals who were more into work fulfilment rather than cash. Interestingly, monetary reward or cash did not influence work fulfilment, but dissatisfied employees resulted in increased turnover.

Training that builds a sense of debt to the organization from the employees' perspective will lead to an increase in commitment. Commitment, social identity and identification are all interlinked with one another. The more an employee can identify with the organization, the more likely it is that they will be committed. The stronger the identification to an organization and its goals, the stronger the commitment will be. The relative strength of identification, the belief in the organization's goals and values of the company are all factors that tie social identity to commitment (Blau & Boal, 1987; Steers, 1977).

2.9 Relationship between training, job improvement and turnover

Cheng and Waldenberger (2013) found a positive relationship that consisted between training, individual employee improvement and turnover. According to them, job related training can have a significant influence on turnover in two ways. First of all, it is able to diminish the turnover. Martin stated in 2008 that with the upgrading and enhancing job development abilities, employees tend to be more fulfilled and thus tend to remain with the organization for longer. However, the employees will still leave the organization for better alternatives if they are afforded the opportunity. This is usually the case when situations occur in organizations where no challenging work is being rolled out for the employees' abilities.

They believe that job training that is given by the organizations could result in a lower turnover rate, as the organization could probably be in the process of assembling training programmes that will set up their employees to meet future demands, difficulties and/or change in the

organization. It is important to note that according to Chang (2009), training that is acquired outside the organization is prompting a higher turnover rate compared to training that is concentrated on the relationship between the employees' job advancement and his duty towards the organization. He further identified that when employees are engaged personally, they are more reluctant to leave the organization.

2.10 Effect Of Training On Performance

The growth and development of employees may be affected by a number of factors. Employee training is playing a vital role in improving the performance as well as to increase the overall productivity. As a result hereof, organisations are then better positioned to face their competitors and to keep the advantage. This then imply that organisations that train and develop their employees are much better set up than organisations that do not train their employees. Some studies have proceeded by looking at performance in terms of employee performance in particular (Purcell, Kinnie & Hutchinson 2006). Wright & Geroy (2001) also noted that employee competencies change through effective training programs. It does not only improve the overall performance of the employees but also enhances the knowledge, skills an attitude of the workers necessary for the future job, thus retaining the employee for the organisation and thus is contributing to superior organisational performance. Training has been proved to generate performance improvement related benefits for the employee as well as for the organisation by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behavior (Guest 1997).

According to Wright & Geroy (2001), employee competencies change through effective training programs. It not only improves the overall performance of the employees to effectively perform the current job but also enhance the knowledge, skills and attitude of the workers necessary for the future job, thus contributing to superior organizational performance. Dissatisfaction complaints, absenteeism and turnover can be greatly reduced when employees are so well trained that they are able to experience the direct satisfaction associated with the sense of achievement and knowledge that they are developing their inherent capabilities.

2.11 Role of Training in Reducing Employee Turnover

Krueger and Rouse (1998) examined different factors that were the post-effects of training, instructive and professional projects, and what the influence had on different organizations. Factors that were incorporated included, amongst others, efficiency, enhanced execution, work fulfilment, inspiration, and consistency at work. It became very evident that these factors resulted in a diminished turnover rate in organizations. The duty of the employees towards their organizations, when made aware of and highlighted, also resulted in a much lower turnover rate.

Meier and Hicklin (2007) concluded that the technique of lowering the turnover rate of an organization lies in the expansion of employees' responsibilities through training and that it can prompt the organization towards sustainable development.

CHAPTER 3 – RESULTS OF EMPIRICAL RESEARCH

3.1 Introduction

The primary purpose of the following chapter is to determine the questionnaire results of the employees that participated in the survey. The responses on the different activities on the three different aspects in the questionnaire need to be managed in the tailings company, as well as the potential influence it could have on the retention of employees for the tailings company.

Data were collected from 128 participants in tailings company operations using a hand-delivered questionnaire. The questionnaire was pre-coded and included questions that had dichotomous, nominal, and interval variables. This study mainly made use of univariate analysis, which entails the analysis of one variable at a time (Bryman, *et al.*, 2014:318).

Participation were completely voluntary and if any participant felt uncomfortable at any time or point during the completion of the questionnaire, they could opt out. Microsoft Excel's descriptive analysis tool was used for data analysis. This chapter aims to provide the necessary empirical understanding of the results gathered, as well as the sampling methodology, sample population, data collection method, limitations, validity as well as the reliability of the data for this the study.

3.2 Data collection

Self-completion questionnaires was used as the data collecting instrument. As seen in the list below, self-completion questionnaires have many benefits. They are:

- ✚ cost effective
- ✚ quick to administer
- ✚ the interviewer cannot influence the respondent
- ✚ it follows a structured format and interviewer variability is eliminated, and it is
- ✚ more convenient for respondents (Bryman, *et al.*, 2014:192).

The questionnaire made use of closed questions with a horizontal format. The main advantage of using closed questions is that one can pre-code the answers using a Likert scale, which in turn should produce data that can be easily analysed by a computer programme. Two types of response format scales were used, namely a binary response and verbal response format (Bryman, *et al.*, 2014:195). Please refer to Appendix A for a preliminary questionnaire.

The questionnaires was delivered by hand to all the applicable respondents with a request to receive the questionnaires handed back to the researcher after completion. The assistance of a

field worker was used to assist the researcher in distributing and receiving the questionnaires. The questionnaires are of a self-developed nature.

To ensure that the research remains ethical, the questionnaire will be designed in such a manner that no harm will occur to the respondents. A clear description regarding the research will be provided, while confidentiality and anonymity of the respondent's information will be kept up until the end of the research's completion (Bryman, *et al.*, 2014:120).

3.2.1 Primary data collection

The questionnaire was distributed by means of hand delivered questionnaires to respondents. This type of survey has numerous advantages that would be the ideal method to use for the purpose of this research project, as seen in the list below:

- ✚ Questions from the respondents can be addressed real time and
- ✚ Data can be collected and combined quickly (Bryman, *et al.*, 2014:286).

The questionnaire will be the primary data collection method in this research study, which will be relying on the experience of the respondents as the first-hand experience. The questions will be short and to the point to ensure that the respondents do not lose focus or get bored while completing the questionnaires. Participation will be encouraged by the researcher explaining to the respondents why this research is necessary when the questionnaires are handed to the respondents. The questionnaires will be accompanied by a cover letter that will give the necessary information to the respondents on the completion of the questionnaires.

Bearing in mind that the core research question is: "The influence of training on employee retention for a tailing company".

3.2.2 Data collection process

The questionnaire was hand-delivered to the participants at the different tailing company operations. The research was kept ethical by the design of the questionnaire in a manner that no harm was done to the various respondents. Respondents were given a clear description of the research while maintaining confidentiality and anonymity during and after the research has been completed, as prescribed by Bryman *et al.* (2014:120).

3.2.3 Secondary data collection

Secondary data is data that is collected by the relevant researcher in the field where the study is conducted (Hussey & Collis, 2007:198). This has the advantage of allowing time to be saved

instead of utilizing it on data collection. The benefit of this method of collecting data is that the work conducted in the background has already been done, with examples being:

- ✚ literature reviews
- ✚ published text
- ✚ internet searches and
- ✚ accredited journals.

The main reason for the researcher to make use of this type of data collection is to save time as well as costs involved in the collection of the data.

3.2.4 Advantages of secondary data collection

This means that the data was available before the research and is much cheaper and faster to source. Hussey and Collis (2007:199) also highlighted the following advantages of secondary data. It:

- ✚ is economical
- ✚ saves on expenses
- ✚ saves time
- ✚ makes primary data collection more specific and
- ✚ provides a basis for comparison for the data that is collected by the researcher.

3.2.5 Data analysis

This study made use of pre-coded questionnaires which will include questions that have dichotomous, nominal and interval variables. Because this is a quantitative study, two main categories of data analysis can be used, namely univariate and bivariate analysis. This study will mainly make use of univariate analysis, which entails the analysis of one variable at a time. This data analysis method will allow for the composition of frequency tables, diagrams, measures of central tendency, and dispersion. Frequency tables will provide the amount as well as a percentage which belongs to each category. Diagrams are useful because they provide a visual and easily understandable means to represent quantitative data. Measures of central tendency will help to summarize the distribution values by means of calculating the arithmetic mean, median and mode of the data variables. Measures of dispersion in the data will help to estimate the value distribution and help to draw a contrast between comparable values (Bryman, *et al.*, 2014:318).

Software programme that was used:

- Microsoft Excel

3.2.6 Talent management in the tailings company

The researcher aimed to gather the opinions of each of the respondents on whether talent management is of importance to the respondent and whether it has an influence on the respondents' talent management plans. This section provides basic information on what the respondents responses was in the survey. Respondents were also requested to rate whether they were aware of a talent management plan for the respective respondents. Respondents were asked to indicate the importance on a Likert scale, with questions ranging from strongly disagree (SD) to strongly agree (SA). The respondents were asked to rate 11 statements that are related to the talent management of the tailings company. The results can be seen in Table 3-1, as well as in Figure 3-1.

The table further indicate that the majority agreed when requested to indicate whether they are satisfied with their current skill level, (average = 2.55) , std dev = 1.41). Respondents were also asked if they did not require any additional training initiatives in order to enhance their skill levels, many of which did not agree, (mean = 3.42, std dev = 1.38). Employees also agreed largely that they did receive formal training since they joined the organisation, (average 2.67, std dev = 1.34). When the respondents were asked whether training is seen as a high priority in the organisation they mostly agreed, (mean = 2.16, std dev = 1.27). Most interviewees agreed that an effective talent management plan will ensure that they remain with the organisation, (mean = 2.29, std dev = 1.22).

Activity	N		Frequency	%	Mean	Median	Mode	Std dev
1.1 I am satisfied with my current skill level.	123	1. Strongly agree	29	24%	2.55	2.00	2.00	1.41
		2. Agree	38	31%				
		3. Neutral	19	15%				
		4. Disagree	22	18%				
		5. Strongly disagree	15	12%				
1.2 I do not require any additional training initiatives to	125	1. Strongly agree	13	10%	3,42	4.00	4.00	1.38
		2. Agree	17	14%				
		3. Neutral	25	20%				
		4. Disagree	37	30%				

Activity	N		Frequency	%	Mean	Median	Mode	Std dev
enhance my skill level.		5. Strongly disagree	133	26%				
1.3 Did you receive any formal training since you joined the organization?	126	1. Strongly agree	28	22%	2.67	2.00	2.00	1.34
		2. Agree	43	34%				
		3. Neutral	17	13%				
		4. Disagree	14	11%				
		5. Strongly disagree	24	19%				
1.4 The selection process for training initiatives that took place was fair.	125	1. Strongly agree	30	24%	2.49	2.00	2.00	1.34
		2. Agree	39	31%				
		3. Neutral	29	23%				
		4. Disagree	11	9%				
		5. Strongly disagree	16	13%				
1.5 Training of employees is a high priority in the organisation.	125	1. Strongly agree	49	39%	2.16	2.00	1.00	1.27
		2. Agree	31	25%				
		3. Neutral	23	18%				
		4. Disagree	15	12%				
		5. Strongly disagree	7	6%				
1.6 I have a say in what is the best and most suitable training for my role.	126	1. Strongly agree	25	20%	2.65	3.00	2.00	1.29
		2. Agree	35	28%				
		3. Neutral	31	25%				
		4. Disagree	23	18%				
		5. Strongly disagree	12	10%				

Activity	N		Frequency	%	Mean	Median	Mode	Std dev
1.7 My talent management plan has been communicated to me.	126	1. Strongly agree	22	17%	3.05	3.00	4.00	1.46
		2. Agree	27	21%				
		3. Neutral	20	16%				
		4. Disagree	30	24%				
		5. Strongly disagree	27	21%				
1.8 I have input in my talent management plan.	124	1. Strongly agree	19	15%	2.95	3.00	4.00	1.44
		2. Agree	31	25%				
		3. Neutral	20	16%				
		4. Disagree	32	26%				
		5. Strongly disagree	22	18%				
1.9 An effective talent management plan will ensure that I remain with my current organisation.	125	1. Strongly agree	35	28%	2.29	2.00	2.00	1.22
		2. Agree	40	32%				
		3. Neutral	28	22%				
		4. Disagree	14	11%				
		5. Strongly disagree	8	6%				
1.10 Attending a training and development programme will improve my work performance.	126	1. Strongly agree	66	52%	1.63	1.00	1.00	0.89
		2. Agree	44	32%				
		3. Neutral	10	22%				
		4. Disagree	4	11%				
		5. Strongly disagree	2	6%				

Activity	N		Frequency	%	Mean	Median	Mode	Std dev
1.11 I regularly attend training or development programmes at the company even if they are not mandatory.	124	1. Strongly agree	21	17%	3.01	3.00	4.00	1.41
		2. Agree	18	15%				
		3. Neutral	30	24%				
		4. Disagree	36	29%				
		5. Strongly disagree	19	15%				

Table 0-1: Respondents' activities on talent management

Figure 3-1 shows the results from Table 3-1, according to the mode of the population, which indicated the degree of importance and feeling on specific statements that are related to the training and skill levels in the tailings company.

As can be seen in Figure 3-1, respondents who were surveyed were of the opinion that they do require additional training initiatives to enhance their skill levels, the talent management plan has not been communicated to the respondents, the respondents have little input in their personal talent management plans, and that they do not regularly attend training or development programmes at the tailings company. These statements each scored a mode of four. This is an indication that most of the population felt that these statements are applicable to them. The training of employees is seen as a high priority for the respondents and that the attendance of training or development programmes will improve their work performance. They are therefore important statements for the respondents. The last two statements scored a mode score of one.

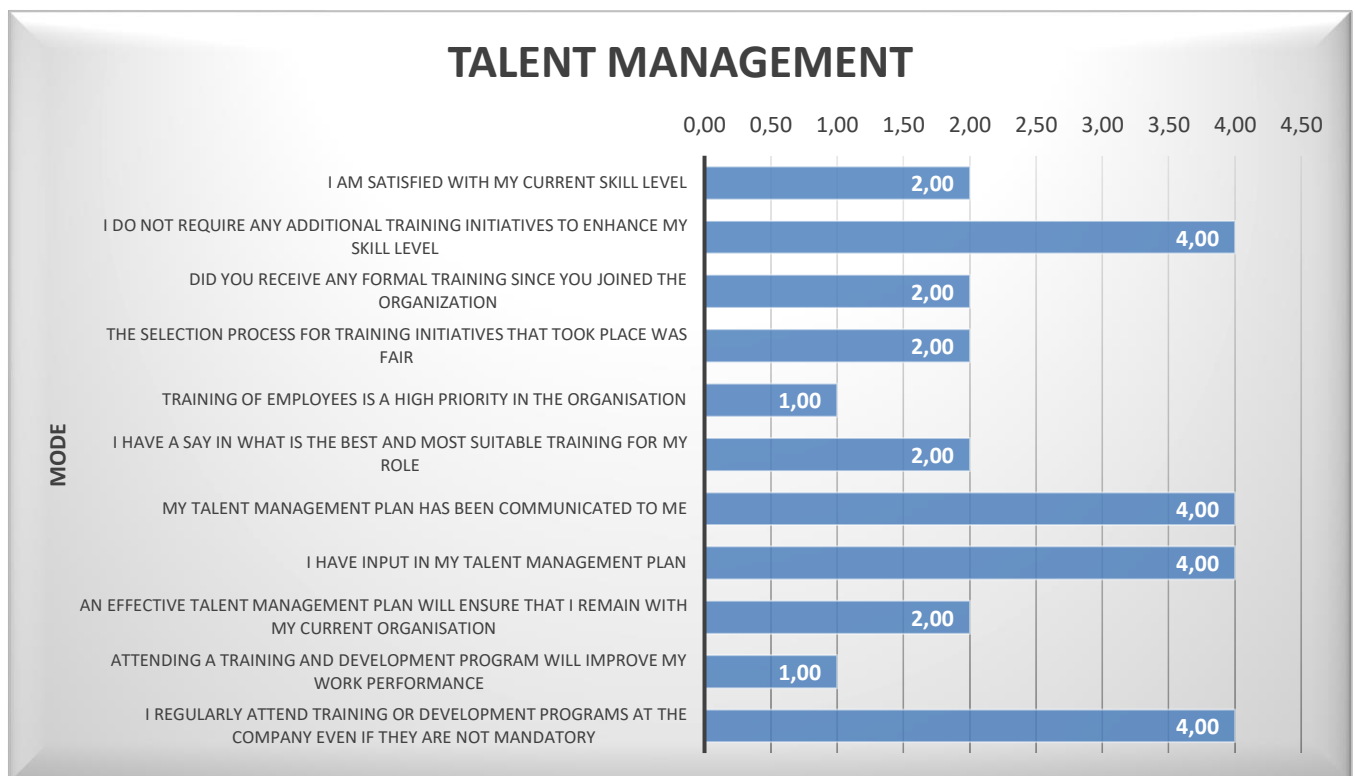


Figure 0-A: Mode of talent management activities

3.2.7 Staff turnover in the organisation and its effectiveness

The researcher aimed to gather the opinion of the respective respondents regarding the respondents leaving the tailings company due to unsuitable and poor quality of training initiatives, as well as the beneficial gain from aligning training initiatives with the specified job specifications. Respondents were asked to indicate the importance on a Likert scale, with questions ranging from strongly disagree (SD) to strongly agree (SA). The respondents were asked to rate 8 statements that are related to the staff turnover in the organisation and its effectiveness. The results can be seen in Table 3-2 and Figure 3-2.

Table 3.2 shows that the majority agreed when asked about whether employees leave the organisation due to a lack of suitable quality of training initiatives, (average = 2.79 , std dev = 1.34). Respondents were also asked if the retention of employees is playing an important role in the productivity of the organisation, many of which agreed (mean = 1.89, std dev = 0.88). Employees also to a large extend disagreed with the statement that they plan to quit the organisation in the following six to twelve months from completing the questionnaire, (average 3.40, std dev = 1.45). When the group was asked if they would like to plan their careers further in the organisation, the majority of those that completed the questionnaire agreed (mean = 1.91, std dev = 1.05).

Activity	N		Frequency	%	Mean	Median	Mode	Std dev
2.1 Employees leave the company due to a lack of suitable and quality of training initiatives.	126	1. Strongly agree	19	15%	2.79	3.00	2.00	1.34
		2. Agree	42	33%				
		3. Neutral	23	18%				
		4. Disagree	23	18%				
		5. Strongly disagree	19	15%				
2.2 I will benefit from further training if the training is aligned with my specified job specifications.	126	1. Strongly agree	52	41%	1.72	2.00	2.00	0.81
		2. Agree	59	47%				
		3. Neutral	12	10%				
		4. Disagree	1	1%				
		5. Strongly disagree	2	2%				
2.3 Training is relevant to achieving my personal needs, goals and self-development.	124	1. Strongly agree	50	40%	1.76	2.00	2.00	0.91
		2. Agree	54	44%				
		3. Neutral	15	12%				
		4. Disagree	3	2%				
		5. Strongly disagree	2	2%				
2.4 The training programme is linked with my career development and growth in the organisation.	124	1. Strongly agree	35	28%	2.20	2.00	2.00	1.17
		2. Agree	44	35%				
		3. Neutral	28	23%				
		4. Disagree	11	9%				
		5. Strongly disagree	6	5%				
2.5 Employee retention plays an important role	126	1. Strongly agree	43	34%	1.89	2.00	2.00	0.88
		2. Agree	58	46%				
		3. Neutral	20	16%				
		4. Disagree	3	2%				

Activity	N		Frequency	%	Mean	Median	Mode	Std dev
in the level of productivity.		5. Strongly disagree	2	2%				
2.6 Training will assist to increase the motivational level of employees.	126	1. Strongly agree	67	53%	1.61	1.00	1.00	0.85
		2. Agree	44	35%				
		3. Neutral	10	8%				
		4. Disagree	4	3%				
		5. Strongly disagree	1	15%				
2.7 I plan to quit the company for possible better intent in the next 6 to 12 months.	124	1. Strongly agree	12	10%	3.40	4.00	4.00	1.45
		2. Agree	21	17%				
		3. Neutral	18	15%				
		4. Disagree	37	30%				
		5. Strongly disagree	36	29%				
2.8 I would like to plan my career further in this organisation.	121	1. Strongly agree	38	31%	1.91	2.00	2.00	1.05
		2. Agree	54	45%				
		3. Neutral	19	16%				
		4. Disagree	5	4%				
		5. Strongly disagree	5	4%				

Table 0-2: Respondents' activities on Staff Turnover

As can be seen in Figure 3-2, the motivational level of employees will be greatly improved if training interventions can be applied in the tailings company. The mode of 1 on the question regarding the level of motivation and the effect that training will have on it was asked in the questionnaire as a true statement, hence the mode of 1 that was selected by the majority of the respondents. Employees planning to quit the tailings company in the next 6 to 12 months scored a mode of 4, which is an indication that the respondents are not intending to leave the tailings company on the foreseeable future. The following statements scored a mode of 2. These are the employees leaving the company due to quality of training, respondents benefitting from aligning training with job specification, the relevance of training to the achievement of personal goals, the linking of training programmes with career goals, and the importance of retaining employees for productivity purposes.

Figure 3-2 shows the results from Table 3-2, according to the mode of the respondents who indicated the degree of importance and effectiveness of specific activities and feeling on specific statements that are related to the training and skill levels in the tailings company.

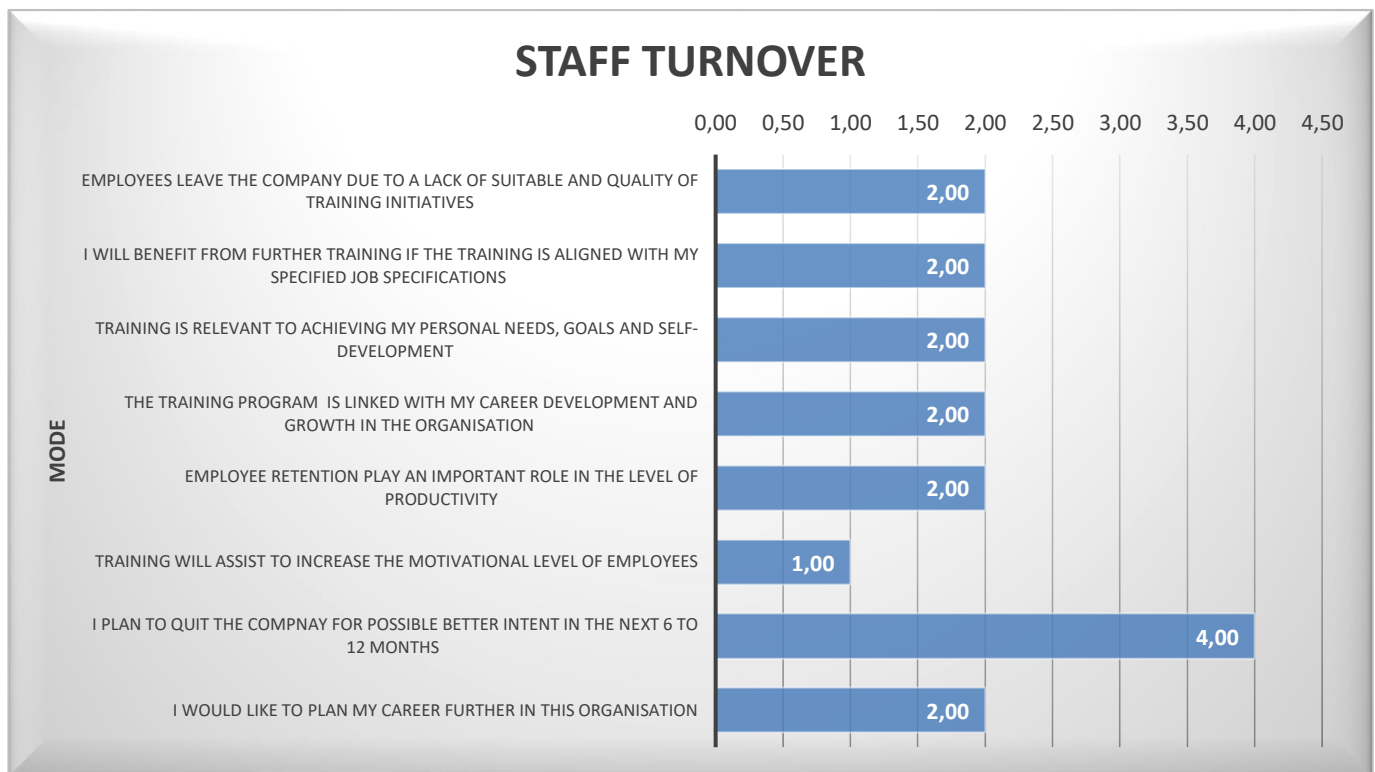


Figure 0-B: Mode for the staff turnover

3.2.8 Organizational issues constraining training and development

The researcher aimed to gather the opinion of the respective respondents regarding their opinions related to organizational stumbling blocks with regards to effective training and development of the employees in the tailings company. Respondents were asked to indicate the importance on a Likert scale with question ranging from strongly disagree (SD) to strongly agree (SA). The respondents were asked to rate 10 statements that are related to the organizational issues constraining training and development. The results can be seen in Table 3-3 and Figure 3-3.

Table 3.3 shows that the majority agreed when asked whether the respondents get ample opportunity to share their new skills obtained with their fellow employees, (average = 2.33) , std dev = 1.31). Respondents were also asked if they get the opportunity to apply their new skills in their job when they return from training, most agreed, (mean = 2.30, std dev = 1.27). Employees response that they are satisfied with the level of training received in the organisation, many was neutral, (average 2.65, std dev = 1.36). When the group were asked whether they were looking for other job opportunities due to a lack of suitable training, many were neutral again, (medan =

2.98, std dev = 1.39). Most respondents agreed that they want to develop personally, (mean = 1.71, std dev = 0.98).

Activity	N		Frequency	%	Mean	Median	Mode	Std dev
3.1 When employees arrive back from training, they get ample opportunities to share what they have learned with fellow employees.	124	1. Strongly agree	30	24%	2.33	2.00	2.00	1.31
		2. Agree	51	41%				
		3. Neutral	19	15%				
		4. Disagree	10	8%				
		5. Strongly disagree	14	11%				
3.2 Supervisors support the use of new techniques learned in training.	123	1. Strongly agree	33	27%	2.31	2.00	2.00	1.32
		2. Agree	43	35%				
		3. Neutral	24	20%				
		4. Disagree	10	8%				
		5. Strongly disagree	13	11%				
3.3 I get the opportunity to apply my new skills to my job when I return from a training initiative.	124	1. Strongly agree	33	27%	2.30	2.00	2.00	1.27
		2. Agree	44	35%				
		3. Neutral	25	20%				
		4. Disagree	11	9%				
		5. Strongly disagree	11	9%				
3.4 There are realistic goals set for me as employee when returning from a training intervention to gain the necessary experience in the workplace.	124	1. Strongly agree	20	16%	2.55	2.00	2.00	1.25
		2. Agree	45	36%				
		3. Neutral	31	25%				
		4. Disagree	17	14%				
		5. Strongly disagree	11	9%				

Activity	N		Frequency	%	Mean	Median	Mode	Std dev
3.5 The tools used in training are similar to the tools used on the job.	124	1. Strongly agree	29	23%	2.25	2.00	2.00	1.11
		2. Agree	46	37%				
		3. Neutral	33	27%				
		4. Disagree	12	10%				
		5. Strongly disagree	4	3%				
3.6 I am satisfied with the level of training that I received in the organisation.	123	1. Strongly agree	33	19%	2.65	3.00	2.00	1.36
		2. Agree	45	29%				
		3. Neutral	32	21%				
		4. Disagree	7	20%				
		5. Strongly disagree	6	11%				
3.7 I will suggest to friends/relatives to join this organisation.	123	1. Strongly agree	42	27%	2.16	2.00	2.00	1.14
		2. Agree	50	37%				
		3. Neutral	28	26%				
		4. Disagree	1	6%				
		5. Strongly disagree	3	5%				
3.8 I would require further training for motivation towards ensuring that I would remain with the organisation for the foreseeable future	124	1. Strongly agree	16	34%	1.91	2.00	2.00	0.96
		2. Agree	31	40%				
		3. Neutral	25	23%				
		4. Disagree	32	1%				
		5. Strongly disagree	20	2%				
3.9 Because of a lack of suitable training in the organisation, I am looking for other job opportunities.	124	1. Strongly agree	16	13%	2.98	3.00	4.00	1.39
		2. Agree	31	25%				
		3. Neutral	25	20%				
		4. Disagree	32	26%				
		5. Strongly disagree	20	16%				

Activity	N		Frequency	%	Mean	Median	Mode	Std dev
3.10 I want to do further development training for my personal development.	124	1. Strongly agree	57	46%	1.71	2.00	1.00	0.98
		2. Agree	50	40%				
		3. Neutral	10	8%				
		4. Disagree	3	2%				
		5. Strongly disagree	4	3				

Table 0-3: Respondents' activities on organizational issues

As can be seen in Figure 3-3, the respondents do not indicate that they are looking for alternative job opportunities due to a lack of suitable training in the tailings company. The motivational level of employees will be greatly improved if training interventions can be applied in the tailings company. The mode of 4 on the question is a clear indication thereof. Respondents want to develop further in their personal development and the mode score is 1. The following statements scored a mode score of 2. Employees getting the opportunity to share what they have learned, supervisors' support in new techniques learned, the opportunity to apply new skills, setting of realistic goals when employees return from training, satisfaction on the level of training received and suggesting to friends and relatives to join the company. This is an indication that the respondents are not sure about the statements and it has scored a mode score of 2.

Figure 3-3 shows the results from Table 3-3, according to the mode of the respondents who indicated the degree of importance and effectiveness of specific activities, and attitude about specific statements that are related to the organizational issues constraining ETD in the Tailings Company.

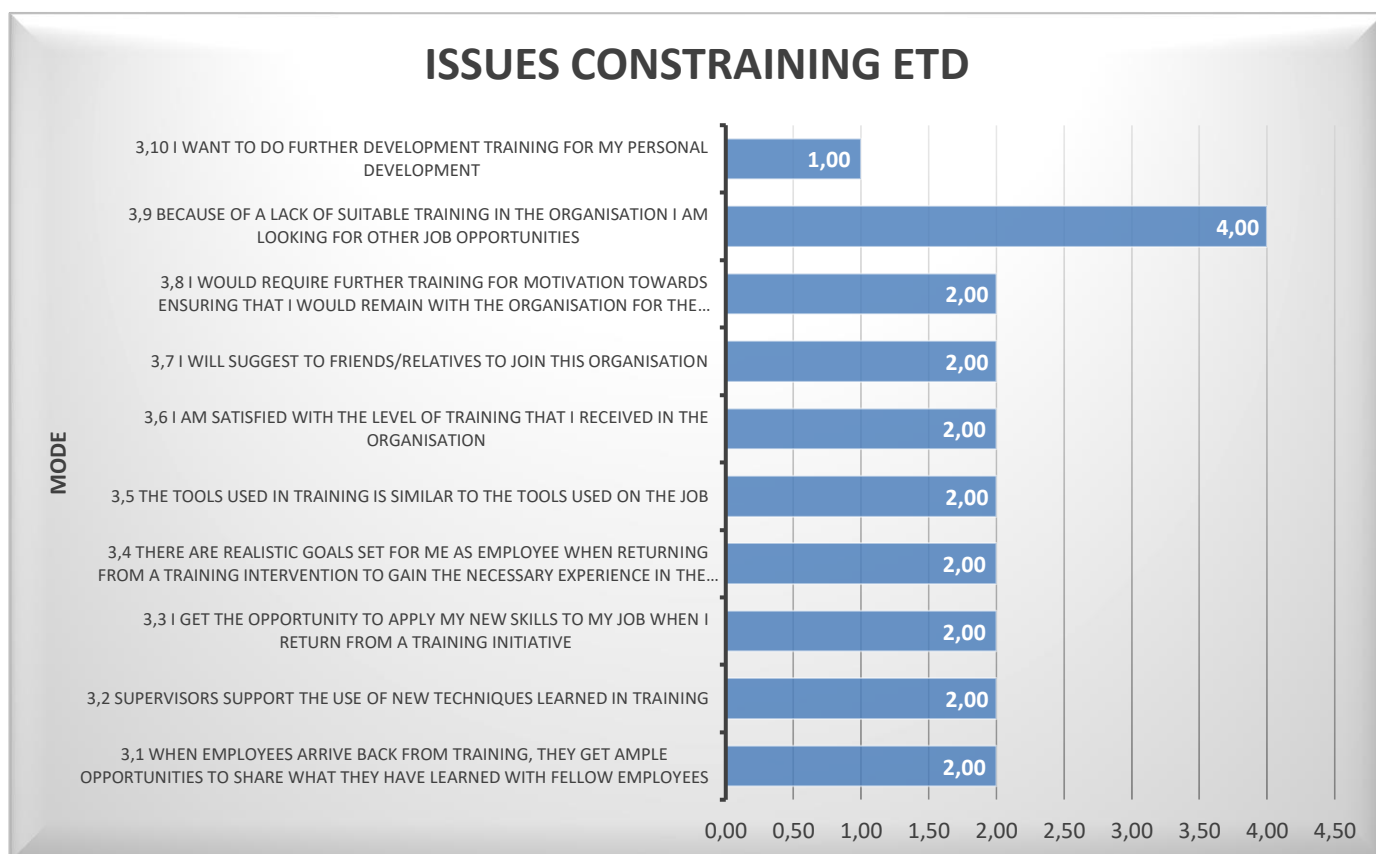


Figure 0-C: Mode of the organizational issues constraining ETD

3.3 Validity

Validity is the concept of whether or not a set of indicators, or a single indicator which is used to measure a specific aspect. There are five ways that can be used in this study to determine validity. These are: face validity, concurrent validity, predictive validity, construct validity, convergent validity, and discriminant validity (Bryman, *et al.*, 2014:38).

Internal reliability refers to the indicator which makes the index or scale consistent. This means that the respondents' scores on any indicator should relate to their scores on other indicators as well. The most popular way for the researcher to test for internal reliability is with Cronbach's alpha test. Table 3-4, Table 3-5 and Table 3-6 show the calculation of the Cronbach's alpha. A result of zero will indicate no internal consistency and a result of one will indicate complete internal consistency. A result of at least 0.8 is required and considered an acceptable level of internal consistency (Bryman. *et al.*, 2014:38). The author also did state that some writers accept an alpha score as low as 0.7. (Bryman. *et al.*, 2014:38).

Table 3-4 shows the results of Cronbach's alpha for the importance of talent management in the tailings company. The 0.889 is well above the 0.80 required for internal consistency.

On the other hand, Table 3-5 shows Cronbach's alpha's results for the organizations staff turnover and its effectiveness as 0.654. Levels between 0.7 or 0.6" are still deemed as acceptable. (Taber. K. S., 2017.).

Table 3-6 shows the results of Cronbach's alpha for the constraints to training and development in the tailings company. The 0.809 is above the 0.80 required for internal consistency.

CHAPTER 4 – CONCLUSIONS AND RECOMMENDATIONS

4.1 Introduction

In this chapter the researcher will be offering recommendations on possible measures and actions that can be used which are specifically for the tailings company to address problems related to talent management. The main objective of this study was to determine whether training has an influence on employee retention for the tailings company.

The researcher had to rely on theoretical knowledge that was gained from various sources of literature in Chapter Two and made use of the data that was collected in Chapter Three to be able to answer the primary research question:

Whether the current training provided to the employees in the competitor tailings company could have an influence on the loyalty of the employees to remain with the company.

4.2 Conclusions and recommendations on talent management in the tailings company

4.2.1 Importance of talent management in the tailings company

There was a total number (n) of 128 respondents who participated in this study. All the respondents were at the time of the physical completion of the questionnaires working for the tailings company on one or another of the operational sites. All the respondents had first-hand experience in the activities that are performed by the tailings company. All the respondents had at some point in their career attended some sort of training in the company, whether it was compulsory or mandatory training, skills programmes or learnerships.

To understand what the influence of the training is or could have on the employee loyalty for the tailings company, the researcher had to require that the respondents who were surveyed have to be an employee working for the tailings company. The results indicated that 55% of the respondents were satisfied with their current level of skills they possess in the organisation. Interesting is that 56% of the respondents indicated that they do require additional training to enhance their existing level of skills related to their work. 87% of the respondents felt that the attendance of specific training and development programmes which are aligned with their job functions and roles would enable them to improve their overall work performance. The respondents also indicated that they are relatively satisfied with the selection criteria that is being used for employees to determine who will be selected for specific training initiatives. From the total number of respondents, only 13% indicated that they are not satisfied with how the selection is being done.

The overall response from the respondents indicated that 64% of them regard the training of employees as a high priority in the organisation. Respondents are, however, relatively unsure when it comes to determining what the best and most suitable training initiatives for their specific roles or functions are, as well as the development of their employee-specific talent management plans. The respondents are also of the opinion that they have little input in determining what will be the best for their talent management.

On a specific question where the respondents were requested to answer whether an effective talent management plan will ensure that they will remain with the organization, only 60% indicated that they will remain with the organization, 22% were neutral in their response, and 17% indicated that they do not agree or strongly disagree with the statement.

The importance of talent management in the tailings company is being regarded by most of the respondents as a definite need and must, therefore, be suitably managed.

Respondents are somewhat divided on the following statements:

- Being satisfied with their current and existing level of skills.
- Many respondents were somewhat unsure whether they did attend or receive any formal training since joining the organisation.
- There is a definite need for the selection process to be clearly communicated when employees are being sent for development programmes or training that is not compulsory, such as First Aid.
- Although most of the respondents did indicate that training and development is a high priority in the organisation, it is not well-communicated or filtered through to all respondents.
- Talent management plans need to be developed and communicated and input must be received for each specific role or function in the organisation. This must be tracked constantly to determine where deviations from the plan may occur, with specific remedial actions to get the plan back on track.

4.2.2 Staff turnover in the organization

The researcher wanted to determine what value is being added by the training interventions that do take place in the tailings company to the individual respondents in terms of the physical execution of their daily work activities. In the research, 48% of the respondents replied that the employees who do leave the company might have done this due to a lack of suitable training initiatives. This is taken from the evidence, where the researcher has included the respondents who have strongly agreed or agreed with the statement in the questionnaire.

Another noteworthy statement in the questionnaire is where respondents have indicated, having used the same method as the previous statement, that a total of 88% responded to strongly agreeing or agreeing with benefitting from training which is specifically aligned with the employees' daily activities according to the respective job descriptions. 84% of the respondents supported the previous results by indicating that training interventions which are aligned with their job descriptions will support the individual respondents in achieving and satisfying their personal needs, as well as goals that the respondents might have set for self-development.

The respondents also leaned strongly in favour of having training interventions or programmes which are developed in line with their career development in the organisation.

One statement that is of particular interest to the researcher is the results that indicated that a total of 80% of the respondents strongly agreed or agreed that effective retention of employees is vitally important for any organisation when it comes to productivity output in the organisation. This statement is supported where 88% of the respondents supported the statement where the researcher stated that training will aid in the overall positive motivational level of the respondents.

On one result that reflected the attitude of the respondents regarding their current intention to leave the tailings company in the near future (between six and twelve months) indicated that nearly 60% did not agree or strongly disagreed with the statement that they intend on leaving the company in the next six to twelve months). However, 15% of the respondents did not answer either one of the possible options, thus one cannot assume that 40% indicated that they will leave the organisation.

Noteworthy positive feedback from the respondents indicated that they would prefer to plan a future career in the organisation. This is supporting the previous statement where many respondents did not indicate that they intend on leaving the organisation.

The turnover of staff in an organisation who conduct tailings management activities is definitely having a serious effect on the organisation, leading to them struggling to conduct their activities effectively. Many respondents identified with the seriousness of having employees leaving the organisation by realising the impact this could have on the organisation to remain productive.

The respondents have indicated to a fairly large degree that:

- Training must be aligned with their job descriptions and responsibilities in order to aid them to benefit by being able to conduct their activities.
- Many of the respondents have set personal goals and needs which can be achieved by attending training that is aligned with their job functions.

- Many respondents have identified with the development of training programmes that will enable them to grow in the organisation and still have the training programmes specifically aligned with the organisation's core functions.
- Respondents are mostly indicating that being able to attend training initiatives regularly will, to a fair degree, assist to enhance the motivational level of the respondents and thus create a safer and more conducive work environment.
- Respondents have indicated that they would prefer to remain in the organisation and grow in their existing careers when suitable training initiatives are supporting the respondents on their journey.

4.2.3 Organizational issues constraining training and development

The researcher intended to determine whether there were issues related to the organisation that could have a negative effect on training and development in the tailings company. A fair number of respondents indicated that they do get the required opportunities to apply their new skills in their working environment. A total of 65% of the respondents indicated that they either agree or strongly agree with this statement. 62% of the respondents are of the opinion that their line managers are supportive in the usage of new technologies and or techniques that the respondents might have encountered or have been exposed to when they attended the training.

The same results were observed where respondents indicated that they get ample opportunity to apply the newfound knowledge or skills in their working environment. Respondents indicated that they are fairly evenly divided in the statement for having realistic goals set for the individual having returned from training to get a realistic timeframe for gaining sufficient experience in the workplace. It is a similar spread of responses from the respondents where they were requested to indicate their satisfaction regarding the training they receive in the organisation.

A total of 48% of the respondents indicated that they are either agreeing or strongly agreeing with the statement. On the other hand, a total of 31% of the respondents indicated that they do not agree or strongly disagree with this statement. It is interesting to note that 21% of the respondents were not willing to make a definite response and indicated a neutral one.

The respondents have a fair opinion of the tailings company when they were requested to indicate their responses on a statement on whether they will recommend the tailings company to their friends and/or relatives as a possible employer. Most of the respondents indicated that they strongly agree (27%) and agree (37%). The opposite side of the responses was 6% (disagreed) and 5% (strongly disagreed) respectively.

On a statement where the researcher wanted to determine whether the respondents would remain loyal to the organisation if the required and necessary training initiatives do take place in the organisation, a total of 34% strongly agreed and a total of 40% agreed with this statement.

Again, on the opposites of this scale, the results were 1% (disagreed) and 2% (strongly disagreed) respectively. The resulted responses were fairly in line with an earlier statement asked in the questionnaire, where a total of 46% and 40% respectively strongly agreed or agreed with the statement where the researcher indicated whether the respondents wanted to attend further training and development opportunities in the organisation in order to develop in a personal capacity.

Respondents have indicated that they:

- Would prefer to have ample opportunity to develop and solidify the new taught skills in their existing working environment.
- Line managers and/or supervisors play a pivotal role in assisting the respondents to identify, develop and use the newer techniques in their daily activities.
- Goals need to be specific, measurable, attainable, realistic and timeous. This is especially true when employees are returning from gaining new skills that has not yet been totally solidified in the respondent's skill set.
- Different training programmes must be aligned for the different roles that are being filled in the organisation.
- Training programmes need to be suitably communicated to all levels in the organisation, as to who will attend and when this will be done.
- Respondents have identified a serious need to be trained in their respective roles in order to be able to fulfil their expectations in the organisation.

In summary, the correct recommendations, training enables and facilitates the organizations to be in a position where a much more committed and productive workforce can be built. By making better opportunities available for the individual employee and their career growth, the effective training programme could contribute to greater commitment from the employees as well as significantly reduce the rate of employee turnover. The commitment of an employee is indirectly related to the knowledge and confidence of that employee. When an employee can be developed to such a degree that said employee has an adequate knowledge of his specific job-related functions, such an employee will become more confident which in turn will enhance the productivity, and ultimately keeping the employee committed to the organization. One of the methods to develop the employees' knowledge and confidence is through the provision of adequate employee training. The organizational success can be greatly reliant on committed employees.

This study was conducted in a tailings company in an industry that depends mostly on training that is given to their employees to enhance the employees' performance and commitment. The sample size of the study was 128 and the data were collected through the questionnaires.

Tailings companies need to provide orientation and core functions-specific training for all newly recruited employees, as well as skill development and more technically related training for the current existing employees where this is incorporated into the proposed annual refresher training. The argument is that if this is not conducted, the employees will not be able to conduct their work effectively. This training must be given to all the members of the organization equally, without any reservation. Irrespective of whether it is a completely new employee or a seasoned existing employee, but the refresher training programme must be done by all. Training is one of the drivers for being able to continuously ensure that the provision of knowledge, the improvement of skill sets, and as a bonus, change the attitude of an employee for the better. Training remains vital towards the welfare of the employee and the organization as a whole.

Training needs to be designed in an effective and systematic manner. Periodical training should become mandatory. Involvement of the employees in their job is very important to produce the better results which must be incorporated in the training. Some of the factors which remain deterrent of the commitment of the employees other than the job specific training, are aspects such as Human Resource policies, and monetary and non-monetary benefits being communicated by management to make the employees more committed. The HRM policies of the organisations must assure that a favourable climate is developed in the organization to ensure employees remain in the company for the long run. This facilitates the employees to become more committed and loyal to the organisation.

4.3 Evaluation of the study

The main objective of this study was to determine what influence training has on employee retention for a tailings company. This was achieved through the literature study which identified that effective training makes employees more committed to the organization. Most industries are providing training to its employees according to the organization's business needs.

Training programmes such as organizational orientation for new employees, refresher training for the existing employees, and more technically related training should be conducted for all of the employees or workforce. The efforts and time that must be spent on these programmes should be done with the mindset of employee expectations towards this training programme. This will enable an employee to be put in a position where such an employee can utilize these programmes for their individual empowerment, as well as for the growth of the organization.

Training needs assessment should be conducted to determine gaps in knowledge that must be filled through coaching of employees.

The organisation should also establish more training programmes for improvement of employees' retention in the organisation for the long term.

Through effective training, an employee will be more committed to their jobs. By ensuring that the establishment of employee investment is done, alternative employment options will be limited, which can lead to a greater commitment and less employee turnover.

The committed employees must be recognized for their commitment to further enhance and improve their loyalty. It remains vital that the more experienced employees in the organization are not neglected when it comes to training, and that they are afforded the same opportunities for growth and development. More experienced and higher-earning salary drawing employees must be identified for their commitment, and then these employees should be utilized to act as mentors or peer coaches in the organization. The necessary required infrastructure or facilities and possible fringe benefits must be provided by the organization. It remains a fact that a well-planned, effective and periodical training programme remains a requirement for all the employees in the organization to remain committed to and perform well in the organization.

Employee commitment is the glue that makes employees stay in their organisation. Employees who are committed to their organisation generally feel a connection with their organisation, feel that they fit in, and feel they understand the goals of the organisation. Additional value that is added by these employees is that they tend to be more determined in their work, have increased productivity, and are more likely to offer their support to others in the organization.

According to Scholl (2003), commitment within the workplace typically results from the interaction and the relationship that an employee has with an organization. The research affirmed the hypothesis that training has a positive impact on commitment and turnover in the organization. The benefits of training will only be achieved to the extent that the employees accept it, buy into it and are willing to contribute to it. An organization needs to specifically identify what it would want to achieve with a specific training programme, as well as the influence it will have on employee effort, commitment, turnover, loyalty and retention (Glance, *et al.*, 1997).

4.4 Recommendations for future research

The main objective of this study was to determine what influence training has on employee retention for a tailings company. This was quite a broad study and the researcher can make possible recommendations for future studies that are more focused. Suggestions for future research into this topic include the following:

- Training and the lack of alternatives to retain committed employees;
- Training and employee investment in an organization;
- Explore the effect of leadership competencies on the retention of committed employees;

4.5 Summary

This study have attempted to discuss and summarised the influence of training on employee retention in a tailing company. Recommendations were made on the possible implementation of programmes or alternatives that could lead to employee commitment, loyalty and to ensure that employees remain within the organization. Further recommendations have also been made for future research in this specific field.

In the light of the above findings, the researcher may conclude that the best efforts to retain employees in the organization can be done to provide adequate training, rewarding committed employees, and to ensure that employees invest themselves in the organization.

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Annexure A: QUESTIONNAIRE

COVER LETTER TO RESPONDENTS

THE INFLUENCE OF TRAINING ON EMPLOYEE RETENSION FOR A TAILING COMPANY

QUESTIONNAIRE COMPLETION: MASTER OF BUSINESS ADMINISTRATION

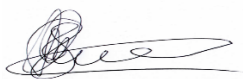
Dear interviewee

This informed consent statement serves to confirm the following information as it relates to the MBA mini-dissertation on THE INFLUENCE OF TRAINING ON EMPLOYEE RETENSION FOR A TAILING COMPANY.

1. The sole purpose of this study is to obtain information from experts (such as yourself) employed and/or operating in the tailings industry 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, controlled and prescriptive questions.
3. The duration of the questionnaire will take no longer than a maximum of 20 minutes.
4. If you should feel uncomfortable at any point during the completion of the questionnaire, you can immediately end your participation.
5. This questionnaire completion takes place on a voluntary basis.
6. The confidentiality of the questionnaire data is guaranteed.
7. A summarised copy of the final dissertation will be made available to the interviewee upon request.
8. The data gathered from the questionnaire will only be used for research purposes.

Kind regards

Jaco Biewenga



Mr. J.A. Biewenga

jacobiewenga42@gmail.com

084 213 4333

Questionnaire

Please mark the applicable answer with an (X)

STRONGLY AGREE = SA AGREE = A NEUTRAL = N DISAGREE = D

STRONGLY DISAGREE = SD

1. Please indicate your response regarding talent management in the company you are currently employed with and rate accordingly.

NO	ITEM	SA	A	N	D	SD
1.1	I am satisfied with my current skill level.					
1.2	I do not require any additional training initiatives to enhance my skill level.					
1.3	Did you receive any formal training since you joined the organization?					
1.4	The selection process for training initiatives that took place was fair.					
1.5	Training of employees is a high priority in the organisation.					
1.6	I have a say in what is the best and most suitable training for my role.					
1.7	My talent management plan has been communicated to me.					
1.8	I have input in my talent management plan.					
1.9	An effective talent management plan will ensure that I remain with my current organisation.					
1.10	Attending a training and development programme will improve my work performance.					
1.11	I regularly attend training or development programmes at the company even if they are not mandatory.					

2. Please indicate your response regarding the staff turnover in the organisation and its effectiveness.

NO	ITEM	SA	A	N	D	SD
2.1	Employees leave the company due to a lack of suitable and quality training initiatives.					
2.2	I will benefit from further training if the training is aligned with my specified job specifications.					
2.3	Training is relevant to achieving my personal needs, goals and self-development.					
2.4	The training programme is linked with my career development and growth in the organisation.					
2.5	Employee retention plays an important role in the level of productivity.					
2.6	Training will assist to increase the motivational level of employees.					
2.7	I plan to quit the company for possible better intent in the next 6 to 12 months.					
2.8	I would like to plan my career further in this organization.					

3. Are there organizational issues that constrain training and development at the company?

NO	ITEM	SA	A	N	D	SD
3.1	When employees arrive back from training, they get ample opportunities to share what they have learned with fellow employees.					
3.2	Supervisors support the use of new techniques learned in training.					
3.3	I get the opportunity to apply my new skills to my job when I return from a training initiative.					
3.4	There are realistic goals set for me as employee when returning from a training intervention to gain the necessary experience in the workplace.					
3.5	The tools used in training are similar to the tools used on the job.					

3.6	I am satisfied with the level of training that I receive in the organisation.					
3.7	I will suggest to friends/relatives to join this organization.					
3.8	I would require further training for motivation towards ensuring that I would remain with the organisation for the foreseeable future.					
3.9	Because of a lack of suitable training in the organisation, I am looking for other job opportunities.					
3.10	I want to do further development training for my personal development.					

Thank you for your co-operation.

Please hand the questionnaire to your researcher.

Annexure B: ETHICAL CLEARANCE LETTER



NORTH-WEST UNIVERSITY
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Economic and Management Sciences Research
Ethics Committee (EMS-REC)
Tel: 018 299-1427
Email: Bennie.Linde@nwu.ac.za

26 July 2019

Prof C J Botha
Per e-mail
Dear Prof C J Botha,

FEEDBACK: ETHICS APPLICATION 26072019: J A Biewenga (28536193) MBA Prof C J Botha

Your ethics application on, *The influence of training on employee retention for a tailings company*, that served on the EMS-REC meeting of 26 July 2019 refers.

Outcome:

Approved as a minimal risk study. A number **NWU-00732-19** is given for three years of ethics clearance.

Kind regards,

A handwritten signature in black ink, appearing to read 'B. Linde'.

Prof Bennie Linde
Chairperson: Economic and Management Sciences Research Ethics Committee (EMS-REC)
Potchefstroom Campus

Do not type here

Annexure C: REGISTRATION OF TITLE



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Fax: 018 299-4910
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For Registrar
Tel: 018-299 2926
Email: 21711542@nwu.ac.za

19 August 2019

Dear Mr Biewenga

NOTICE OF SUBMISSION

Note has been taken that you wish to submit your mini-dissertation/thesis for examination. The registered title as it must appear on the examining copies and on the title page of the final copies is indicated below. An example of your title page will be sent together with this letter.

The impact that training have on employee retention in the tailings industry

Your attention is drawn to the following matters regarding the above.

- You may submit your examination copies from **1 September 2019 to 25 November 2019** to possibly qualify for the **Autumn (May)** graduation ceremony in 2020.
- Submissions received after 25 November will not be considered in time for examination towards possible graduation during the autumn graduation series.

You are required to submit your examination copy in the following format:

- One electronic copy in Word format and one electronic copy in PDF format to be submitted in a drop box created for you for this purpose on the eFundi website under your faculty tab.

The following forms must be submitted with your examination copies:

- The signed Solemn Declaration form
- A copy of your identity document/passport
- Personal particulars form (only applicable for PhD students)

I trust you find the above in order. Please do not hesitate to contact the undersigned for any more related information

Yours sincerely

Ms N Blom
FOR REGISTRAR

Original details: (10512187) M\HDA Toolbox\Phase 3\2. Notice of Subm\Letter to student\July 2018\NOS July 2018 letter .docm
6 March 2018
File reference: 7.1.11.2.1

Annexure D: PROOF OF LANGUAGE EDITING

This certificate declares that the mini-dissertation with the title **The influence of training on employee retention for a tailings company** by J.A. Biewenga was edited by:

Ann-Lize Grewar

BA in Language and Literature Studies

BA Hons in Translation Studies

SATI-membership number 1002647

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Signed on 15/11/2019

Ann-Lize Grewar
Language Practitioner
B.A. Language and Literature Studies
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Disclaimer: The editor cannot take responsibility for any changes made after the signed date on this certificate.

Annexure E: PROOF OF REGISTRATION



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CERTIFICATE OF REGISTRATION 2019

It is hereby certified that

JACO AQUILA BIEWENGA

(Date of birth: 1978/05/15)

(Student number: 28536193 - 2017)

is registered as student on the Potchefstroom
NWU Faculty of Economic and Management Sciences
for

MASTER OF BUSINESS ADMINISTRATION
(5BE Q01 2)

Curriculum - MBA (E701P)

PARTTIME CENTR (Final)

Academic year : 2

Historical year : 3

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MBAC 8 73

MINI-DISSERTATION

Core module

Registration date: 2019/02/14

Date of issue: 2019/10/16

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Year Subject

2019/02/15

REGISTRAR