

**FACTORS CONTRIBUTING TO THE EMIGRATION OF SKILLED SOUTH
AFRICAN MIGRANTS TO AUSTRALIA**

by

GRAHAM PATRICK BRINK

Submitted in accordance with the requirements for
the degree of

MAGISTER TECHNOLOGIAE

in the subject

BUSINESS ADMINISTRATION

at the

University of South Africa

Supervisor: PROFESSOR H. NIENABER

April 2012

DECLARATION

I declare that **FACTORS CONTRIBUTING TO THE EMIGRATION OF SKILLED SOUTH AFRICAN MIGRANTS TO AUSTRALIA** is my own work and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references.



SIGNATURE

(Mr) Graham Patrick Brink

30 March 2012

DATE

ACKNOWLEDGEMENTS

This study would not have been possible without the kind and professional assistance of UNISA staff. First and foremost is my supervisor, Professor Hester Nienaber, who has been so patient throughout this project and provided me with the utmost professional guidance for which I am extremely grateful. I would like to extend my thanks to other UNISA staff, namely Mr Martin Sadiki and Mr Andries Masenge, who assisted with the electronic version of the questionnaire.

Further gratitude needs to be extended to Ms. Ella Belcher for her professional assistance in language editing this dissertation.

I wish to also thank Mr Cornel Blignaut from ASA Consultants for his support and for taking time out of his very busy schedule to distribute the link to the survey to his entire client base.

Most importantly, I wish to thank my wife Kathryn for her enduring patience, understanding and support during this project. I also wish to acknowledge my beautiful children, Connor and Cacey, who lost some special time with their dad.

I dedicate this work to the most important thing in my life: my family.

ABSTRACT

Talent management is a source of competitive advantage and will be achieved by those organisations that are able to attract, develop and retain best in class individuals. It is thus not just a human resources issue but rather an integral part of any organisation's strategy.

Due to negative perceptions about South Africa, skilled workers are immigrating to countries such as Australia to the detriment of the South African economy. This loss is not necessarily being replaced by graduates or through immigration. Government policies such as Broad-Based Black Economic Empowerment (BBBEE), Black Economic Empowerment (BEE) and Affirmative Action (AA), compound the issue by then decreasing the pool of skilled applicants that may occupy skilled and senior posts in organisations. Globally there is a shortage of skills and due to employee mobility they can use any opportunity that presents itself.

The objectives of this study was to determine the factors which lead to the emigration of skilled South African's to Australia and then once these factors are known to propose retention strategies to role players to stem the emigration tide.

To achieve these objectives a survey was prepared based on previous studies and a link to the web questionnaire was distributed to the population via an Australian immigration agent. The link was sent to all the agent's clients around the world and thus consisted not only of South Africa respondents but also elicited international responses, which will be used for comparison purposes only. Only 48 South Africans responded to the survey and although limited, it was sufficient for the purposes of this study. The demographic profile was mainly male and dominated by Generation X.

Using a Likert scale respondents were questioned on their levels of satisfaction in their country of origin and in Australia through an adaptation of a study by Mattes and Richmond (2000). The study of Hulme (2002) was adapted and incorporated into the questionnaire, where respondents were given the opportunity to rank considerations for leaving South Africa and factors that would draw them back. Respondents were provided with the opportunity for responses to open-ended questions to include other considerations for leaving and factors that would draw them back. Results from these survey items revealed that the primary reasons

driving skilled South Africans to emigrate was safety and security, upkeep of public amenities, customer service and taxation. In contrast, South African migrants had high levels of satisfaction with safety and security, upkeep of public amenities and customer service in Australia. Respondents indicated that factors that would draw them back to South Africa would be improvements in safety and security and government, followed by family roots, good jobs and schools.

The study also looked at the permanence of the move. If skilled individuals returned with new-found skills and experience then it could be a potential brain gain for South Africa. The results of this study found that 43% of respondents had no intention to return, 42% did not supply a response and only 10% were undecided on whether to return or not.

To attract, retain and develop talent, the South African government and the private sector would need to work in partnership to develop policies that would satisfy the lower-order needs of individuals, such as physiological and safety needs.

TABLE OF CONTENTS	PAGE
CHAPTER 1	
INTRODUCTION	
1.1 BACKGROUND TO THE STUDY	1
1.2 PROBLEM STATEMENT	3
1.3 THE RESEARCH QUESTION UNDER INVESTIGATION	4
1.4 AIM AND OBJECTIVES OF THE STUDY	5
1.4.1 Aim of the study	5
1.4.2 Objectives of the study	5
1.5 VALUE OF THE RESEARCH	5
1.6 KEY TERMS	6
1.7 RESEARCH DESIGN AND METHODOLOGY	7
1.7.1 Research design	7
1.7.2 Population and sampling procedures	8
1.7.3 Data collection	8
1.7.4 Data analysis	9
1.8 METHODS TO ENSURE VALIDITY AND RELIABILITY	9
1.9 SCOPE OF THE STUDY	9
1.10 OUTLINE OF PROJECT	10
1.11 CONCLUSION	11
CHAPTER 2	
LITERATURE REVIEW	
2.1 INTRODUCTION	12
2.2 TALENT AND COMPETITIVE ADVANTAGE	13
2.3 SKILLED MIGRATION	14

2.4	REASONS FOR LEAVING ONE’S COUNTRY	21
2.4.1	Factors that contribute to retention and emigration	21
2.5	THE EFFECT OF MIGRATION	34
2.5.1	The extent of the problem	34
2.6	RETAINING SKILLS	47
2.6.1	Managing talent	47
2.6.2	Retention and replacement of skilled workers	51
2.7	CONCLUSION	54

CHAPTER 3

RESEARCH METHODOLOGY

3.1	INTRODUCTION	56
3.2	REVISITING THE PROBLEM STATEMENT	56
3.3	DESIGN AND METHODOLOGY	57
3.3.1	Research design	57
3.3.2	Questionnaire design	59
3.3.3	Population and sampling procedures	63
3.3.4	Data collection	64
3.3.5	Methods to ensure validity and reliability	64
3.3.6	Data analysis techniques	65
3.3.7	Ethical considerations	65
3.4	CONCLUSION	66

CHAPTER 4

RESULTS AND FINDINGS

4.1	INTRODUCTION	67
4.2	DEMOGRAPHIC PROFILE OF RESPONDENTS	67
4.3	RESULTS PERTAINING TO THE RESEARCH QUESTION	72
4.3.1	Factors that lead to the migration of South Africans	72
4.3.2	Retention of talent	80
4.4	CONCLUSION	86

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1	INTRODUCTION	88
5.2	CONCLUSIONS	88
5.3	RECOMMENDATIONS	92
5.3.1	Skills training (Develop)	93
5.3.2	Attract	93
5.3.3	Retain	95
5.4	LIMITATIONS	96
5.5	FUTURE RESEARCH	97
5.6	CONCLUSION	98
	REFERENCES	100

LIST OF FIGURES

Figure 2.1	Histogram – self-declared emigrants per annum 1977 – 2003	37
Figure 2.2a	Self-declared emigration by destination country	42
Figure 2.2b	Self-declared emigration by destination country: economically active	42
Figure 2.2c	Self-declared emigration by destination country: professionals, semi-professionals and technical occupations	43
Figure 2.3	Documented immigration and self-declared emigration 1975–2003	46

LIST OF TABLES

Table 2.1	Impact of emigration of skilled professionals on companies	18
Table 2.2	Considerations for leaving South Africa	27
Table 2.3	Satisfaction with quality of life in South Africa	28
Table 2.4	Perceptions of future conditions in South Africa	30
Table 2.5	Perception of government by skilled South Africans	30
Table 2.6	Attitudes of skilled South Africans towards affirmative action	31
Table 2.7	Knowledge of other emigrants (%)	32
Table 2.8	Comparison between South Africa and overseas destination	33
Table 2.9	Documented immigration and self-declared emigration for 2003 by occupation	38
Table 2.10	Examination of five major countries' immigration records	39
Table 2.11	Stock statistics on South African citizens/residents abroad, selected countries	40
Table 2.12	Estimated resident population of South African citizens/residents in Australia, various years	41
Table 2.13	Top five occupations: General skilled migration outcomes and business long stay visa grants for South African born	44

Table 2.14	Factors driving brain drain and brain circulation	50
Table 3.1	Migration agent used for general skilled visa applications to Australia	63
Table 4.1	Country profile of all respondents (%)	68
Table 4.2	Gender profile (%)	69
Table 4.3	Age profile (%)	69
Table 4.4	Qualifications profile (%)	71
Table 4.5	Satisfaction levels with country of origin (%)	72
Table 4.6	Satisfaction level in Australia in comparison with country of origin (%)	75
Table 4.7	Reasons for Leaving	77
Table 4.8	Reason for Leaving: Responses to open-ended questions for all countries	79
Table 4.9	Factors that would draw respondents back to their country of origin	80
Table 4.10	Factors that would draw respondents back to their country of origin: Responses to open-ended questions for all countries	82
Table 4.11	When do respondents plan to return? (%)	83
Table 4.12	Respondents involved in continuing professional education (%)	84
Table 4.13	Respondents' termination of investments, life policies and sale of properties in their country of origin (%)	85

LIST OF ANNEXURES

ANNEXURE A:	Pilot Questionnaire	106
ANNEXURE B:	Questionnaire	113

LIST OF ABBREVIATIONS

AA:	Affirmative Action
AIDS:	Acquired Immune Deficiency Syndrome
ANC:	African National Congress
BEE:	Black Economic Empowerment
BBBEE:	Broader-Based Black Economic Empowerment
CA:	Chartered Accountant
CA(SA):	Chartered Accountant South Africa
CPE:	Continuing Professional Education
EPV:	Employee Value Proposition
GDP:	Gross Domestic Product
HIV:	Human Immunodeficiency Virus
SADC:	Southern African Development Community
SAICA:	South African Institute of Chartered Accountants
SAMP:	South African Migration Programme
SARS:	South African Revenue Service
UK:	United Kingdom
UN:	United Nations
UNISA:	University of South Africa
USA:	United States of America

CHAPTER 1

INTRODUCTION

1.1 BACKGROUND TO THE STUDY

What is the purpose of business? The only valid definition is: “to create a customer”, thus customers are the foundation of business. Businesses are created and managed by people and not by forces such as the economy, as these forces only limit what managers can do (Drucker, 1955:35).

The economic performance of an enterprise is inherent of the economic results it produces (Drucker, 1955:7), whereas performance is intrinsically linked to the skills fit an organisation has at all levels and the retention of these skills, which are vitally important to achieving organisational goals (Masibigiri & Nienaber, 2011:2). It is the people within businesses that are able to harness the needs of the customer and create markets. It is thus this perceived value by the customer that will determine the prosperity of the business (Drucker, 1955:35).

Competitive advantage will be obtained by companies that are able to attract, develop and retain talent. Talent is therefore a critical driver of corporate performance and can be referred to as a strategic inflection point, which is a critical point in time when the potential of new competition, new technologies and the shifting power of customers and suppliers can easily be missed (Axelrod, Handfield-Jones & Michaels, 2001:2).

With talent management being a source of competitive advantage and a driver of economic performance, the deduction could be made that it is not merely a human resources issue, but rather an integrated part of the strategy of the organisation and thus a general management issue. This study was undertaken from a general management/strategic management perspective and not from a human resources perspective, as the focus was *skilled employees as building blocks of competitive advantage, the foundation of strategy*.

Skills shortages in South Africa are placing high demands on service delivery, with factors like crime leading to emigration which in turn leads to reduced capacity of organisations to

deliver. This situation is also being compounded by affirmative action due to a lack of adequate candidates, thus creating a skills gap (Masibigiri & Nienaber, 2011:2).

Although the study examined the factors that drive emigration from South Africa, it was fundamentally about the organisation, as it is organisations that contribute to the wealth-creating capacity of the country. For South Africa to prosper the country needs to attract, develop and retain talent, despite the appeal to emigration due to negative perceptions about the future of South Africa. However, one may ask: How wide-ranging is this attitude? Does it only occur within certain groups or is the problem more far-reaching? More importantly, why are people leaving? For South Africa to manage its talent efficiently the answers to these questions need to be determined in the interest of formulating retention strategies.

South Africa is a developing nation bound to a global economy in a world that is experiencing increased globalisation. Momberg (2008) reported that according to economists, one of the biggest challenges facing the South African economy is a shortage of skills, researchers and industry insiders. This effect of the skills loss was made apparent during a public consultation by Blankley (2003), who stated that the loss of these professionals could slow growth and the levels of direct foreign investment, which could precipitate underdevelopment and poverty. Faul (2011) reports on the loss of medical professionals, with some African countries having more of their trained doctors and nurses practising overseas than they have in their own country.

This revelation is echoed in the press, where real concern is being highlighted about the exodus of skills. Comins (2008) emphasises that young professionals and artisans are looking to foreign shores for employment, due to better job opportunities and security, which is making the skills shortage worse. To complicate matters further, Reddy (2006) reported that, approximately 40% of final-year tertiary students were planning to leave South Africa, with the UK being the favoured destination, followed by the USA, Australia, Europe and Canada.

In an attempt to determine what is driving skilled individuals to leave the country, Comins (2008) recounts emigration agents' claims that people are leaving because of corruption at high levels, power cuts, the state of some infrastructure and the escalation in crime. Interestingly, Oosterwyk (2003) five years previously quoted Ian Macun of the immigration advisory board on the causes of the brain drain: "We cannot afford to pay the kind of wages

these people want; the social conditions like crime and violence contribute greatly, and we do not invest in professional development.” This raises an even more important question: Are people still leaving for the same reasons they did five to ten years ago, and would studies conducted five or more years ago present different results today?

In a recent article, Ajam and Comins (2011) relay fears of South Africans after calls from the ANC Youth League to nationalise the economy, with the stock market uneasy and more South Africans enquiring about emigration options.

Of these professionals that leave are chartered accountants, who hold the designation CA(SA). Cloete (2008) reports that South Africa has a severe shortage of chartered accountants, with 6 000 of the 26 915 registered members of the South African Institute of Chartered Accountants (SAICA) being overseas, the majority of them in the UK. This means that over 20% of all these professionals are absent. These are professionals that hold postgraduate and professional certification and have vital skills required in the business world. A shortage of these critical skills can have implications for businesses as it inhibits competitiveness and wealth creation.

It is clear, therefore, that a study to find the underlying reasons that skilled migrants are leaving South Africa would be of great importance. The general purpose of the study was to better understand why skilled individuals emigrate and to develop retention strategies to contain the skills within our borders to the benefit of the South African economy in the long term.

1.2 PROBLEM STATEMENT

Skilled workers like accountants are a scarce resource and to the detriment of South African businesses and the economy, many of these professionals are immigrating to other countries such as Australia. This skills loss to South Africa is not necessarily being replaced by graduates as they in turn may also leave, nor by incoming highly skilled migrants. The underlying causes for the emigration of skilled professionals should be explored to determine the factors that push and/or pull them to other countries. Such research needs to be done in order to recommend actions to role players such as business leaders so that appropriate action can be taken to retain, develop and attract persons with the required skills.

Global and local circumstances do not remain consistent and in the interest of retaining talent it is essential to re-examine the motivation of individuals to leave the country. The reason why a skilled individual may have left in 1994 may differ from the reason why one left in 2005 or 2011; therefore, new measures may be required to stem the outward flow of professionals or to bring them back from an organisational point of view, considering factors such as remuneration, working conditions and development, to name but a few.

The factors determined by Hulme (2002), for example, may have changed. This study was undertaken with the intention of gaining insight into the phenomenon in its current context; in other words it was not intended to be a cause-and-effect study. It is believed that the results of the study can be used by organisations to manage their talent based on their understanding of the push and/or pull factors that lead to the outflow of skilled professionals. Studies that have been conducted previously do not appear to have been effective in assisting organisations in this regard as they are still experiencing problems with the retention of key staff such as accountants.

South Africa is losing skilled professionals to countries such as Australia and the reasons why they leave should be explored with the intention of formulating strategies for talent management.

1.3 THE RESEARCH QUESTION UNDER INVESTIGATION

The following research question, consisting of three parts, guided the investigation into the above-mentioned phenomenon:

- Why do so many skilled South Africans immigrate to Australia?
- What are the push and/or pull factors that lead to the outflow of skills from South Africa organisations to other countries?
- What recommendations can be made to role players to stem the emigration tide and for organisations to manage their talent more effectively?

1.4 AIM AND OBJECTIVES OF THE STUDY

The aim and objectives of the study are briefly presented in this subsection.

1.4.1 Aim of the study

The aim of this research was to determine the push and/or pull factors that drive skilled South Africans' emigration to Australia.

1.4.2 Objectives of the study

1.4.2.1 The primary objective of the study was to determine which factors lead to the emigration of skilled South Africans to Australia.

1.4.2.2 Once factors were determined, the secondary objective was to propose retention strategies for role players, based on the factors that result in emigration.

1.5 VALUE OF THE RESEARCH

Skilled individuals are leaving the country and losing them creates a skills vacuum in the business environment, thus adversely affecting competitiveness. This state of affairs is detrimental to the South African economy and wealth creation in the country. The problem that was studied was examined from an organisational perspective as organisations contribute to the country's wealth-creating capacity. There needs to be a better understanding of the driving forces that motivate skilled individuals to leave the country. This study could be of value to academics, business leaders and the political community in that it contributes to an understanding why these skills are being lost. Through understanding why skilled individuals are leaving the country, proactive measures can be formulated in the form of retention strategies to retain these skills. New strategies are necessary for organisations to obtain and maintain competitive advantage through effective talent management to attract, develop and retain talent within the organisation.

1.6 KEY TERMS

The key terms that are used in this dissertation are explained below.

Migration: Human migration is the permanent or semi-permanent move from one place in the world to another (National Geographic Society, 2005).

Emigration: Emigration is a when this migration is from one country to another, i.e South Africa professionals emigrated from South Africa to Australia (National Geographic Society, 2005).

Immigration: Immigration is the move into a new country, i.e South African's immigrated to Australia (National Geographic Society, 2005).

Generation X: The generation born between 1965 and 1979 (McCrindle, 2006).

Brain drain: Mattes and Richmond (2000:11) explain that “the idea of a brain drain implies a depletion of skilled people who are vital to the functional core of the economy. In business the functional core is a sub-group of key personnel in an organisation critical to its normal conduct of business.”

Skilled worker: The definition of Mattes and Richmond (2000:12) was adopted for the purposes of this study. They define a skilled person in the following way: “A South African citizen, 20 years of age or older, Matriculated and possessing a Technikon diploma or University degree from a recognised institution (or in their final year of studying for a diploma or degree), currently economically active (employed or looking for employment). Exceptions were people who either had not matriculated from high school and/or graduated from a tertiary institution, but who nonetheless owned a business or held a senior management position in their occupation.”

Talent: According to Axelrod, Handfield-Jones and Michaels (2001:xii), talent “is the sum of a person's abilities – his or her intrinsic gifts, skills, knowledge, experience, intelligence, judgement, attitude, character and drive. It also includes his or her ability to learn and grow”.

Talent management: This involves “efforts taken to attract, develop and retain best-in-class employees – dubbed high performers (or HiPers) and high potentials (or HiPos) by some” (Rothwell, 2005:xviii).

1.7 RESEARCH DESIGN AND METHODOLOGY

1.7.1 Research design

The purpose of the study was to gain an understanding of why skilled professionals immigrate to Australia. As such it was necessary to identify the factors contributing to their migration from South Africa to work in Australia. It is the research problem that determines the research method (Creswell, 2009:18), and in the case of this study it was to understand the phenomenon, which requires description; therefore the study was qualitative in nature and congruent with the interpretivist philosophy.

Interpretivism is an approach to qualitative research (Creswell, 2009:8; Stake, 2010:36) which allows the researcher to gain new insights, or develop new concepts, or understand more about the phenomenon and the problems that exist within it (Leedy & Ormrod, 2005:134). In many qualitative studies survey items are interpretive items (Stake, 2010:99), with each one needing to be considered separately. The method that was used to conduct the research was a descriptive survey to identify the factors that contributed to migration of skilled professionals to Australia, such as better working conditions, remuneration, a brighter future and the like. The survey was conducted via a web questionnaire (instrument). By surveying a sample of the population one is able to learn more about the larger population (Leedy & Ormrod, 2005:183) to better understand the phenomenon.

An adaptation of the results of the surveys done by Mattes and Richmond (2000) and Hulme (2002) was utilised to formulate the web questionnaire and some additional questions. The study consisted of closed-ended questions developed from the above mentioned studies. Open-ended questions were used to ensure that all factors had been accounted for.

In addition to questions from the replicated studies, the population was questioned on further aspects to achieve the objectives. These aspects included, amongst others, the following:

- Highest level of education
- When they arrived in Australia
- Current age
- Their country of origin
- Occupation

1.7.2 Population and sampling procedures

The population was comprised of all the people who had used the services of ASA Consultants (an Australian immigration agent) to obtain a visa or who were in the process of obtaining a visa to immigrate to Australia and were contained in ASA's customer database. This study was, however, particularly interested in skilled South Africans.

The population consisted of approximately (n) 100 000 persons in the database. For commercial reasons, the exact number of individuals was not supplied. The link to the questionnaire was distributed to the entire database and in response 152 questionnaires were completed of which 48 responses were of particular interest to this study.

The link to the web questionnaire was distributed by the agent to its entire client database as no form of sampling was available. The results of the survey were filtered to include 48 South African respondents only for the purposes of this study.

1.7.3 Data collection

Data collection occurred via a web questionnaire (instrument), where respondents were able to complete the survey online. The results of the survey were digitally recorded onto a database, which was then exported into a spreadsheet for collation and interpretation purposes.

The link was mailed to the entire database on 13 May 2011 and they had until 25 July 2011 to complete the questionnaire.

1.7.4 Data analysis

Data analysis was descriptive in nature, including descriptive statistics via frequency tables.

1.8 METHODS TO ENSURE VALIDITY AND RELIABILITY

The survey was based in part on an instrument previously used and the questions were developed from the results of these studies that were found to be reliable and valid. The pilot study was conducted on the survey on the revised format which consisted of the adapted questions, structured closed-ended questions and open-ended questions. The questionnaire was adapted after analysis of the pilot study to ensure validity and reliability.

Due to changes in socio-political circumstances in South Africa as well as globally, the survey included open-ended questions. These open-ended questions were aimed at ascertaining what other factors could have attributed to the emigration of skilled individuals to Australia.

The survey was mailed electronically to all clients of the immigration agent, who were informed that the results would be published on the immigration agent's website and/or newsletter on completion of the study, thus helping them collectively to understand why people are leaving.

The respondents' participation was voluntary and anonymous, and their responses were treated as confidential. The responses posed minimum risk and the investigation complied with ethical requirements.

1.9 SCOPE OF THE STUDY

The survey was conducted among clients of one Australian immigration agent only. The respondents surveyed consisted only of one immigration agent's clients who had applied to move to Australia. It was, therefore, not a global study. The results hold true for this study only but the results revealed important trends or reasons why skilled individuals leave.

The scope was limited and it was expected that the study might experience low response rates and/or incomplete questions if some respondents were unable to compare the conditions in their home country as opposed to Australia if they had not yet moved. These responses would then be limited to why they were leaving and could result in incomplete questionnaires being returned. Furthermore, there was the possibility that the study could also be affected by the majority of responses originating from countries other than South Africa. Another consideration that could have limited the study was the unwillingness of respondents to participate as they may have believed that their identity and intentions may be revealed to government organisations such as the South African Revenue Service (SARS) or to their current employers.

1.10 OUTLINE OF PROJECT

This dissertation has been prepared along traditional lines and consists of the following chapters:

Chapter 1: Introduction

This chapter introduces the study and encompasses the background to the study, the problem statement, aim and objectives of the study, value of the research, key theoretical concepts and constructs of the study, the research methodology, methods to ensure validity and reliability, limitations of the study and an outline of the project.

Chapter 2: Literature review

For the sake of a more comprehensive understanding of the subject matter, previous research and literature is examined and brought to the fore in this chapter in the form of a literature review. This review enables a better understanding of the subject matter and the development of research objectives in the form of questionnaire development, including that of the pilot study.

Chapter 3: Research methodology

As part of the scientific process this chapter deals with the research methodology of the project, which includes the research design, data collection, population and sampling procedures, the questionnaire design, methods of ensuring validity and reliability and data analysis techniques.

Chapter 4: Results and findings

The outcome of the research is dealt with in this chapter where the results and findings of the research are discussed.

Chapter 5: Conclusions and recommendations

This final chapter presents the conclusions, followed by recommendations, limitations and suggested areas for future research.

1.11 CONCLUSION

Studies have been conducted on the reasons underlying the emigration of South Africans to other countries. However, the reasons why people move do not remain the same. With an ever-changing social, economic and political climate in South Africa, the reasons that drove or pulled skilled individuals may have shifted over time. A new study has been conducted to provide a current perspective.

There is, for example, a significant shortage of chartered accountants in South Africa who are considered to be top-rated human resources (Cloete, 2008). The loss of professional skills has a direct influence on growth and direct foreign investment, which can precipitate underdevelopment and poverty, according to Blankley (2003).

The next chapter covers the literature review, which forms part of the theoretical framework for this study.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

Since the beginning of time man has been moving from one place to the next, like animals migrating from one place to another, be it for better hunting grounds or food or because of the changing weather.

In modern times we have borders that limit us to the conditions within those borders and the governments that rule them. Thus the idea of migration is not as simple as during pre-historic times when humans simply decided to move and migrate to another place to improve their living conditions. According to the National Geographic Society (2005), human migration takes place when people move from one place in the world to another with the intention of taking up residence either permanently or semi-permanently, voluntarily or involuntarily.

Wealth is created in a country as a result of the activities of the organisations participating in the economy; when skilled workers leave their absence has an economic impact. The question of importance in an economic sense is how the country of origin is affected when skilled workers leave permanently, especially in a situation where there is a net loss of skills with no substantial gain from an alternative influx of skills.

Attracting, developing and retaining talent is a source of competitive advantage – even more so than budgeting, financing strategies, tax tactics and the like (Axelrod *et al.*, 2001:32). Talent management is more than a human resources issue, as skilled workers are the building blocks of competitive advantage and thus ingrained in the business strategy of the organisation.

This dissertation deals with the outflow of skilled individuals, from South Africa to Australia. The National Geographic Society (2005) refers to the move from one country to another as emigration and the person who moves as the emigrant.

2.2 TALENT AND COMPETITIVE ADVANTAGE

Talent management has been defined as “efforts taken to attract, develop and retain best-in-class employees – dubbed high performers (or HiPers) and high potentials (or HiPos) by some” (Rothwell, 2005:xviii).

Skills and cumulative learning of a workforce is a nation’s most important competitive asset. This is especially true with regard to the advent of globalisation. Except for workforce skills, factors of production can be duplicated anywhere in the world, as it is workforce skills that allow companies to remain competitive and attract foreign investment (Cascio,1998:15).

There are critical points in time when the shifting power of customers and suppliers, new competition and the potential of new technologies can be missed; these points are called strategic inflection points. Talent is one such point that underpins corporate performance with competitive advantage being sustained by those companies that are able to attract, develop and retain talent (Axelrod *et al.*, 2001:2).

Performance and competitive advantage are thus linked and this is why some organisations achieve and sustain higher earnings. Competitive advantage is the value perceived by customers in relation to competitors which is obtained through the effective use of capabilities and resources and the development thereof for the future (Masibigiri & Nienaber, 2011:3). The last century has seen an increasing reliance on the need for talent with the shift to the information age, and with the economy becoming more knowledge-based, the differential value of talented people is increasing (Axelrod *et al.*, 2001:3).

Retaining talent locally and internationally has become a challenge for companies due to the competition for talent, skills shortages, employee mobility and retirement (Masibigiri & Nienaber, 2011:1). Skilled workers have recognised their value and the advantages to switching companies, with many being classified as passive job seekers, with high proportions of younger workers likely to leave their current organisations. Although power has shifted to the employee, those organisations that are able to attract, develop and retain the best talent will boost performance and find that talent management becomes a crucial source of competitive advantage (Axelrod *et al.*, 2001:6).

Considering the importance of talent management, it is surprising that even though companies have recognised the value, few are actually taking action internally (Axelrod *et al.*, 2001:9; Nienaber & Oosthuizen, 2010:46). Factors external to the organisation compound the problem. One example is crime, which causes employees to emigrate, thus resulting in a smaller available talent pool. Additional factors such as Black Economic Empowerment (BEE), resulting in a real lack of suitable talent for senior positions, compound the problem (Masibigiri & Nienaber, 2011:1).

2.3 SKILLED MIGRATION

People will always strive to improve their current conditions. This includes leaving one's current environment for a better one. Those that have skills on offer in a globalised work environment use them to their advantage to gain access to work environments through the process of emigration (Waller, 2006:1).

Logic tells us that not all emigrants will stay in the recipient country. The National Geographic Society (2005) refers to the voluntary return of these migrants to their origin as return migration. To ascertain the extent of the brain drain, therefore, one should first determine whether the skilled individuals are making a temporary or a permanent move. Hulme (2002:14) points out that the United Nations defines a permanent move as one that is longer than two years.

A brain drain occurs when skilled workers emigrate. One may ask what constitutes 'skilled'. Bailey (2003:236) claims that the common trait among highly skilled individuals is that they contribute considerably to the economy and society and that they broadly are constituted from scholars and scientists in science and technology, education and the humanities, and professionals, managers and entrepreneurs in business, industry or government.

Is the definition of 'skilled' constant and open-ended? According to Bailey (2003:236) the type of skills required and where they are required changes over time and this trend determines what is defined as 'skilled' in terms of migration. Mattes and Richmond (2000:12) found that individuals between the ages of 35 and 49 formed the majority of the skilled population. This finding is supported by Waller (2006:9) who indicated that at the age of 34 individuals have gained significant qualifications and experience to make them

increasingly valuable to organisations. The 35–49 age group are thus knowledge repositories and could be a source of competitive advantage through their wealth-creating capacity.

In terms of sectors, Waller (2006:2) refers to a 2002 survey by the South African Migration Programme in which they found that the highest proportions of skilled people are employed in secondary education, the retail industry, the medical field and manufacturing.

Perhaps though, an even better indicator of the importance of skilled workers is highlighted by the ratio of skilled versus unskilled in the workforce. Rogerson and Rogerson (2000:33–34) found that in a sample of 193 enterprises, 39% of these enterprises skilled personnel accounted for 50% or more, with 20% having 75% skilled personnel.

It would further appear that skills loss is not only limited to human capital leaving the country and the enterprise but that there is an additional loss. According to Borhat, Meyer and Mlatsheni (2002:24), skilled workers pass on knowledge and experience to others, especially where teams of workers exist, and even more so in high technology environments, which is lost when these people leave, thus creating a skills vacuum. The original environment then experiences a skills loss which can have an economic and social effect.

Talent retention also has financial implications for the enterprise. A study of accounting graduates in six firms over six years, examined the profits per professional employee and found this ranged from \$58 000 in the first year, to \$67 000 in the second year and \$105 000 in the third year, meaning a new employee that replaces a third-year employee incurs a \$47 000 loss (Casco, 1998:630). Hiring new employees also incur costs through the recruitment process, training and development (Masibigiri & Nienaber, 2011:2).

More important is the loss of knowledge, especially tacit knowledge, the loss of which has an effect on competitive advantage and which is directly linked to the organisation's economic performance. Knowledge forms part of the building blocks of competitive advantage (Masibigiri & Nienaber, 2011:3).

There has been an increase in South Africa in line with global trends for skilled workers fuelled by capital intensity, with tertiary institutions not providing enough capacity to close the gap and the unemployed who do not possess the skills to fill the vacancies at the top end.

This is worsened when skilled workers emigrate and increase the skills shortage. To make matters worse, South Africa has not made a concerted effort to attract foreign skilled workers except for perhaps Cuban doctors in the medical field. This approach also stunts growth as global companies do not want to invest in South Africa due to the bureaucracy involved in getting their managers and skilled workers into South Africa (Bhorat *et al.*, 2002:23).

The brain drain has a further effect: because of globalisation, skilled workers that are in demand are paid more and thus to get the right skills locally, companies need to pay these individuals internationally competitive salaries, which can be expensive considering exchange rates. This has the effect of expensive labour which increases production cost as a total (Bhorat *et al.*, 2002:23).

Blankley (cited in Waller, 2006:6), chief research manager in the knowledge management group of the Human Sciences Research Council (HSRC), stated during a public consultation in 2003, that the loss of skilled South Africans slows development, which is not favourable to attracting skills or investment internationally. This would subsequently lead to slower economic growth and insufficient foreign direct investment with the resultant effect of underdevelopment and poverty.

Another by-product of emigration is the perception that it creates with foreign investors in the global environment. As Bhorat *et al.* (2002:24) point out, potential investors may see the departure of some of the country's great minds as a signal that the political and economic future of the country is uncertain and thereby not conducive to investment. Waller (2006:9) refers to a study in 2003 that found if more than 20% of the highly educated were to emigrate, it would have a negative effect on the country's growth rate. An additional point raised by Bhorat *et al.* (2002:24) is that these workers are normally high-income workers and their consumption and expenditure is lost when they move.

South Africa is vulnerable to skills loss to non-African countries due to an abundant supply of professionals who are products of an advanced education system with many skills being easily transferable and valued in first world nations. South Africa has an advanced industrial economy that is leaking skills but unfortunately it has no policies in place to gain the skills back. It is estimated that between 1987 and 2001, 310 000 citizens, including about 50 000 professionals, left the country (Crush, 2002).

According to Waller (2006:6), the region is losing skills to richer economies as the world markets increasingly globalise, with African markets struggling to compete. Those more inclined to leave are engineers, doctors, health care professionals, accountants, actuaries and natural scientists. Borat *et al.* (2002:24) highlight another important factor, namely that skilled workers do not just leave – they take their families with them when they emigrate. Dependents of skilled workers are more likely to receive a good education and will thus form part of the skilled workforce of tomorrow; therefore, when they leave they do not only take with them their skills, but also the skills pool of the future.

Myburgh (2002:23) adds that South African employers have a tendency to want to hire candidates that have the necessary training and experience, and a low desire to train or hire those that are inexperienced – a situation that creates a very rigid labour market. With a shortage of skilled people, companies are not prepared to release them to train others. To make matters worse, as Rogerson and Rogerson (2000:35) point out, South African-owned enterprises are harder hit by skills loss because global companies can source employees with the necessary skills from their international network.

One may ask whether it is all doom and gloom with no hope for South Africa with the brain drain being a loss of skills that are so vital to the economy. Hulme (2002:14) brings a different perspective by seeing the loss as a potential brain gain. What is implied is that, even if statistics show that a large percentage may leave, if newly qualified CAs return to South Africa with global experience then it would amount to a skills gain for South Africa. Borat *et al.* (2002:21) agree that returnees would be bringing new-found skills into the economy, but they add another dimension, and question how permanent the loss is, as the country is not tracking how many return to South Africa. Another positive aspect was brought to the fore through the study by Rogerson and Rogerson (2000:35) who found that 67% of enterprises felt that emigration had either no impact (41% of cases) or a negligible impact (26% of cases), which means that at the time of that survey, emigration would not cripple these companies. However, a warning was sounded that these companies should be wary that the effect is getting progressively worse and the situation should be monitored.

According to Rogerson and Rogerson (2000:31), very little information existed at the time on the actual skills shortage in the workplace. Such information is essential to immigration policy and the competition for highly skilled workers in the global market place. Waller

(2006:6) concurs that there are not sufficient figures to be able to determine how bad the skills deficit is; however, the International Organisation for Migration (IOM) has indicated that Africa is losing 20 000 skilled people a year. This brain drain is “one of the greatest obstacles to Africa’s development”, according to the UN Economic Commission for Africa. The loss of skills in the South African context slows development which makes the environment less conducive to attracting skills or investment (Waller, 2006:6).

Shortages appear to be occurring in the accounting and financial services sector. This view was reinforced in a media release by the Executive President of the South African Institute of Chartered Accounts, Ignatius Sehoole. During the opening of a speech he stated, “[A]s our nation's ability to combat its severe skills shortage deteriorates, the cries for immediate solutions reach a crescendo” (Sehoole, 2007).

After 20 years of democracy, there are clear differences in the pre- and post-apartheid emigration patterns. According to Bailey (2003:239), official statistics indicate that before 1994 South Africa experienced a net gain of skilled workers, whereas after 1994 there was a net outflow of professionals from the country. Even though some schools of thought may not regard the brain drain as significant, perhaps it is something that could damage the economy and should be closely monitored even just for the potential it holds. This is supported by the study of Rogerson and Rogerson (2000:35) whose survey also looked at the effect of the brain drain before and after 1994, which is outlined in Table 2.1, with 33% of enterprises reporting the loss of skills to emigration to be significant after 1994, compared to only 2% before 1994. What this translates to is that emigration of skilled workers could have an influence on major South Africa enterprises in the future, unless meaningful retention strategies are put in place or enough skills are brought in from outside the country. If the level of skills is not maintained it could have a serious impact on the country, especially if the country experiences a period of sustained growth.

Table 2.1: Impact of emigration of skilled professionals on companies

	BEFORE 1994			AFTER 1994		
	None	Negligible	Significant	None	Negligible	Significant
Total sample (%)	78	21	2	41	26	33

(Source: Rogerson & Rogerson, 2000:35)

Even with a lack of quality data the South African Migration Programme (n.d.) stresses that there is no denying that there has been an increase in the brain drain since the 1990s, with official data suggested to have been undercounted by around two thirds. In the late 1990s the South African Migration Programme assessed the real emigration potential of the skilled population and found the following in regard to South Africa's emigration potential of the skilled population:

- 2% very high
- 10% high
- 25% moderate

Further reference to the emigration potential of the population is made by Waller (2006:3) who refers to a survey by the South African Migration Programme of 2002. The survey found that 20% of skilled individuals considered it highly likely that they would leave. In terms of time to leave and actually committing, 3% said they would leave in six months, 5% inside two years and 13% in five years.

Even with references to eventual brain gain there is no denying that South Africa could be facing a real problem. Hulme (2002:14) recognises that with the advent of globalisation and labour mobility, South Africa lost a record number of professionals and managers in the year 2000. Skills were being lost at a rate that the country may not be able to replenish and the country was then already experiencing a net loss of skills.

As far back as 2002 Bhorat *et al.* (2002:6) argued that there was a changing economic picture in South Africa: between 1970 and 1995 the country experienced a decline in two of its major sectors, mining and agriculture, losing around 1.5 million jobs, while the services sector gained around 2 million jobs. This meant an increase in demand for skilled workers and a decrease in the demand for unskilled labour, with the demand for professionals growing by 311.9% and managerial staff by 272%. It was expected that these employment patterns would continue as technology increased and developed. Thus with an increasing demand for skills the country could hardly afford to lose skills to emigration, with South Africa at that time already experiencing a skills shortage. South Africa found itself in a position where at the top end of the skills ladder there were not enough people to fill the gaps and at the bottom end an

overwhelming excess of unskilled labour, thus creating a crisis in the South African labour market at that time.

The question is whether South Africa can fill the hole through tertiary education. Borat *et al.* (2002:19) were not optimistic, since they contended that South Africa was not producing enough graduates to close the gap in areas where skills were needed. However, there is always the hope that foreign students may stay and invest in the country after completing their studies in South Africa. The bad news in this quarter comes from Waller (2006:5) who refers to the Potential Skills Based Survey (PSBS) conducted by the South African Migration Programme (SAMP), who found that while South African students may go to Europe, students from other parts of the Southern African Development Community (SADC) region saw South Africa as a favourable destination. However, it was found that most of the students would maintain very close ties with their country of origin, with only 4% considering a permanent move to South Africa.

But why are our students leaving? Waller (2006:5) also refers to the PSBS that found that our students were negative about the future economy, job security, safety and security and that socioeconomic conditions would decline further due to the impact of HIV/AIDS. The Australian Government Department of Immigration and Citizenship (2010a:2) country report on South Africa indicates that in 2006 Australia was the third most popular destination for South African students studying accounting internationally for 11% of the total.

The intention to move is demonstrated by the fact that 19% of the students had already applied for work permits and 22% were currently applying for permanent residence or citizenship. Of the students surveyed 35% indicated they would probably emigrate in the next six months and 53% within five years of graduation (Waller, 2006:5).

However, as Waller (2006:1) points out, it would be a great mistake of governments to try to stop people emigrating – instead they should develop policies that create an appealing environment that skilled people would then desire and thus not leave.

2.4 REASONS FOR LEAVING ONE'S COUNTRY

To migrate is a big decision in one's life: one is separated from one's family and everything that is familiar. The question, therefore, is why do people move? People do not voluntarily move to another county or enterprise for no reason or motivation; they move because of push and/or pull factors.

National Geographic Society (2005) suggests that people could be influenced by several types of push and/or pull factors and sometimes at the same time. These could be environmental (e.g. climate, natural disasters), political (e.g. war), economic (e.g. work), and cultural (e.g., religious freedom, education) factors.

In the modern world talent is a scarce resource and employees can use this power to their advantage. Talented people are able to move to other organisations and they can pick the propositions that best suit them (Axelrod *et al.*, 2001:41).

Organisations need to develop effective retention strategies but they can only do this if they know which factors are affecting retention (Masibigiri & Nienaber, 2011:8). In the case of emigration this not only extends to enterprises, but to the South African government and the entire business community.

2.4.1 Factors that contribute to retention and emigration

A large percentage of the target population of this study fall within the domain of Generation X. Masibigiri and Nienaber (2011:8) conducted research on factors that affected retention among Generation Xers in the South African public sector and found the following:

- A concern existed in regard to compensation; poor remuneration reflected on the employee's perceived value in the organisation.
- Career advancement and development could affect their desire to leave if they perceived little value in their current organisation.
- Training keeps workers energised and committed.
- Employees felt bored and unchallenged in their roles.

- They wished for flexible working conditions to enhance their work/life balance.
- Leadership was identified as important in attracting, developing and retaining talent.
- In some cases the only retaining factor was job security in a poor economic climate, however as conditions change, these employees may again become mobile.

Axelrod *et al.* (2001:45) examined what people with *talent* find critical in their decision to join or stay with a company. They found that in terms of retention the following factors influenced the managers they surveyed. These factors are not materially different to those of Generation Xers as per the previous paragraph: they wanted exciting work that challenged them; there was an attraction to firms that are well managed with great leadership and that perform well; and opportunities existed for wealth creation.

The question arises: Why would an individual remain at an organisation; what makes an employee committed to an organisation? Cheese, Thomas and Craig (2008:163) state that a committed employee is an engaged employee and that the reasons to remain at an organisation can be classified. These drivers of engagement include the following:

- Content of work – Is the work stimulating and satisfying?
- Coping – Does the employee have the adequate tools (skills, knowledge, technology and training) to cope and are the goals achievable with the inherent structures?
- Compensation – Does the employee perceive his or her financial reward as adequate in regard to his or her contribution and level in relation to job market standards?
- Community – how does the employee fit into the social environment in the workplace and what is his or her satisfaction level with regard to the work?
- Congruence – How do the values of the individual line up with the values of the organisation? If there is a fundamental difference the employee will not properly engage.
- Career – How does the career aspiration of the individual match with the organisation's development and interest in that employee? If an employee does not see a future at an organisation then he or she may not fully engage.

Hall (2005:940) also looked at the reasons why people emigrate, and he points out that people move to obtain a better life. There is the perception of a net gain for the emigrant, thus the

benefit of the new country exceeds the cost of the move. Some of the reasons that create the perception of a better life were found to be the following:

- Wage differentials – When individuals perceive that their value as per remuneration is not increasing in line with increases in other professions, then these professionals may feel that their skills may be more valued in another country, unless other countries experience a similar trend. If these individuals feel that over their career their remuneration will be in proportion to that of other career paths and there will be the same volatility or even less, they may feel encouraged to leave. If higher volatility is perceived in the destination country, the risk-averse person may decide to stay at home.
- Income differentials – Income does not only come in the form of salaries, but can also include equity ownership, intellectual property, property and physical assets; thus the total benefit. The destination needs to offer long-term potential in terms of total earnings. Some benefits may have some risk attached, thus risk-averse individuals may stay at home if the perceived risk is too high, whereas others may see high-risk situations as having potential for high earnings.
- There is more to emigration than just earning potential; family and culture hold and pull towards the home country, whereas adventure and the desire for something new might pull towards a new country. The appeal to move may even be in the form of new challenges professionally and a more stimulating working environment. Changing working environments can also lead to brain circulation as the professional may only leave for challenging work opportunity and when the stimulation slows, he or she may return home to pursue opportunities at home that are more stimulating. The added benefits would be that one is back in one's own culture and with family, friends and a familiar environment.

The factors that Hall (2005) identified in terms of emigration are congruent with what Masibigiri and Nienaber (2011) and Axelrod *et al.* (2001) found in terms of retention within enterprises. This would imply that there is a link between emigration and talent management and that retention strategies would have common themes. It would thus be in the interest of South African businesses to understand internal and external factors that affect the retention of skilled professionals.

In terms of emigration, people will often have their own (non-scientific) opinions and Mattes and Richmond (2000:11) found that this “hearsay” opinion attributes the loss of skills to political instability and uncertainty, heightened racial conflict, poor economic performance, heavy fall in the currency and increasing crime and violence.

Taking a more scientific approach, Mattes and Richmond (2000:11) found that some analysts had attempted to document factors leading to the emigration of skilled workers, with the major factors being listed as a lack of safety and security, poor economic conditions and poor social services.

Looking towards an international perspective on the issue of brain drain, Chappell and Glennie (2010) analysed 11 papers that had surveyed skilled potential migrants from 28 countries between 1997 and 2008 to understand larger trends on a global basis. Five common factors were found:

- Wages – Wage differentials were found to be the biggest driver of emigration where skills were easily transferable between different countries.
- Employment – A variance was found in this factor in regard to where individuals were in their careers. With students this was seen as a high priority whereas with those further down the career path other factors were more important.
- Professional development – Although this was found to be a strong motivation for all levels, new entrants to the labour market and mid-level positions have the most to gain in terms of work experience and development. Some international job opportunities allow for skilled individuals to have a job with better training opportunities. Some respondents cited access to the latest technology. The current work environment can also push the worker to search for a better environment: less heavy workloads, better resources, and career advancement opportunities. An individual’s decision to move permanently or temporarily was found to be determined by the individuals’ perception of future career opportunity in their country of origin.
- Networks – Professional and social networks provide a potential emigrant with information and a support structure, with those that have gone before providing an inspiration for some potential emigrants.

- Socioeconomic and political conditions in their country of origin – In their article, Chappell and Glennie specifically refer to South Africa where 38% of health professionals surveyed by the World Health Organisation in 2004 cited safety concerns due to crime and violence as a motivator for emigration. Other African countries cited HIV/AIDS and economic conditions as a motivator to move.

It is interesting to note the similarities between Chappell and Glennie (2010) as previously listed and the drivers of engagement noted by Cheese *et al.* (2008): content of work, coping, compensation, community, congruence and career.

From an Australian perspective, the Australian Government Department of Immigration and Citizenship (DIAC) Country Profile (2010a:1) suggest some factors that have motivated South Africans to move to Australia:

- Political environment.
- High poverty rate in South Africa of 50%.
- Income differential between South Africa and Australia.
- Better quality of life. Reference is made in this regard to a United Nations study among 182 nations, with South Africa being ranked at 129 compared to Australia who was ranked 2nd behind Norway. The study looked at life expectancy, access to education and per capita GDP.

The South African Migration Programme conducted a Potential Skills Base Survey (PSBS) in 2003 involving 10 000 students across the SADC region and according to Crush, Pendleton and Tevera (2005:18), found the following:

- Students all appeared to be patriotic with over 80% being proud citizens.
- Very high proportions wanting to contribute to building their countries and to use their skills to grow their respective countries,
- Economic confidence was found to be low, with only 2% satisfied with their own economic circumstances, and with only a third believing that things would improve in five years. Confidence was found to be very low in national economies and only 10% believing that it would improve in five years.

- Seventy-nine per cent had thought about emigration, with 35% believing they would leave within six months of graduation.
- Nineteen per cent were in the process of applying for work permits, 11% for permanent residency and 11% for citizenship.
- Twenty-three per cent were considering moving for more than two years.
- Only 10% said they would take all they owned when they leave and that they would give up their homes, while 4% indicated that they would never return.
- Factors considered to be better in the destination country were, “salaries, cost of living, ability to find work, prospects for professional advancement”, and “ better educational opportunities for children, medical services, upkeep of public amenities, availability of quality affordable products and customer service”.
- Students were found to be pessimistic about a host of conditions which included cost of living, availability of jobs, levels of taxation, economic advancement, HIV/AIDS, health services, personal and family security, and the government’s inaptness to create opportunities for graduating students.

Hulme (2002:14) conducted research on 200 CA(SA)s living and working in Europe to obtain a more definitive answer to the subject. The respondents were given ten reasons for leaving South Africa and were requested to rank the five most important. The ten reasons, with their respective ranking, are outlined in Table 2.2.

Table 2.2: Considerations for leaving South Africa

CONSIDERATION	RANKING
Prospect for professional advancement	1
Higher earnings potential	2
Improved safety and security	3
Better future for your children	4
No confidence in future of SA	5
Government's affirmative action policy	6
Deterioration in social services	7
Decline in your quality of life	8
Lower taxation rates	9
Decline in standards	10

(Source: Hulme, 2002:14)

Mattes and Richmond's (2000:17-18) survey conducted via the SAMP in 1998 found that one of the major push factors was a perception of a declining quality of life with a high level of dissatisfaction being detected amongst those surveyed. Other push factors were found to be the cost of living, levels of taxation, safety and security, and the standard of public and commercial services. The results of the studies by Mattes and Richmond (2000) and Hulme (2002) are old; however it is the intention of this study to in part update the statistics in this regard.

The results from this study are outlined in the tables below which relate to factors that may push skilled South Africans to move (Tables 2.4–2.8). For the purposes of this study the factors that relate to pushing skilled individuals to emigrate have purposely being separated from pull factors. The push and pull factors were separated for the sake of easier analysis and for the eventual formulation of retention strategies. One needs to know exactly what is wrong, which is not dissimilar to analysing a corporate strategy. Our country, like any company, is competing for scarce resources, in this case the skilled individual. To compete effectively we cannot only have an effective marketing strategy that attracts people to stay or come back, but we also need to know why our customers (the skilled individuals) are leaving our product to acquire another through the process of emigration.

Table 2.3: Satisfaction with quality of life in South Africa

Dissatisfied or very dissatisfied with (%)

Present level of taxation	74
Cost of living	71
Upkeep of public amenities (e.g. parks, beaches, toilets)	70
Family's safety	68
Personal safety	66
Relative share of taxes paid in comparison to others	59
Customer service	56
Future of children in South Africa	55
Level of income	37
Prospects for professional advancement	30
Availability of affordable/quality products	28
Ability to find a good school for children	27
Security of job	26
Job	23
Ability to find the house wanted	21
Ability to find medical services for family	21

(Source: Mattes & Richmond, 2000:17)

The results presented in Table 2.3 show that there is a clear indication of what people really want and it is very clear when looking at this information that generally people are more unhappy with quality of life in relation to their family (cost of living, upkeep of public amenities, future of children) and safety (family safety, personal safety) in South Africa. One may also find that if people are not happy with or in their surroundings it may invariably spill over into their work, adversely affecting their contribution to the performance of the organisation. The only item of a materialistic nature is related to taxation; other than that, all items of 'social class' and status can be found in the bottom half. This would mean that items related to primary human needs, such as survival, security, having access to clean recreational facilities and family future, are the things that the respondents were most dissatisfied with. Such circumstances could cause individuals to seek to improve their situation by leaving, thus essentially being 'pushed' to the competition.

According to Odendaal, Robbins and Roodt (2003:131) one of the best known needs theories is that of Abraham Maslow. He hypothesised that a hierarchy of five needs exist within each person and that people need to satisfy a lower order need before progressing up the hierarchy until they finally reach the highest level. The hierarchy of needs is as follows:

- Physiological – satisfaction of bodily needs such as hunger and thirst.
- Safety – the need for protection from emotional and physical harm.
- Social – the need to be accepted socially, friendship, affection and so forth.
- Esteem – internal and external esteem, which includes factors such as recognition, self respect and so forth.
- Self-actualisation – the need for self fulfilment or achieving one's potential.

Organisations still use Maslow's theory to explain employee motivation (Odendaal et al., 2003:131). Similarly there may be value in analysing the factors that push individuals to emigrate from South Africa to Australia in regards to Maslow's hierarchy of needs. If a lower order need is not satisfied in South Africa and the individual perceives that this need may be satisfied in Australia, then this may add value in trying to understand what precipitates the move.

Management and leadership of organisations should ensure that the right talent is attracted, retained and developed at all hierarchical levels of the organisation (Cappelli, 2008; Cheese *et al.*, 2008). Organisations create wealth for nations and thus the government and organisations should ensure that South Africa as a nation attracts, develops and retains talent to support the needs of South African business.

Table 2.4: Perceptions of future conditions in South Africa

Do you expect the following to get worse or much worse in the next 5 years (%)?

Your present level of taxation	79
Cost of living	78
Your family's safety	76
Your personal safety	75
Your relative share of taxes in comparison to others	70
Upkeep of public amenities	70
Future of your children	60
Customer service	59
Ability to find a good school for your children	52
Availability of affordable products	50
Ability to find medical services for family	43
Job	40
Your level of income	40
Job security	38
Prospects for professional advancement	38
Ability to find a desirable house to live in	35

(Source: Mattes & Richmond, 2000:17)

Table 2.4 shows the results of respondents' perceptions of future conditions in South Africa. The results show that the respondents have an even more pessimistic outlook for the future. People surveyed did not seem to believe that the factors listed in the previous table will get better. On the contrary, the results suggest that people believe things will get much worse.

Table 2.5: Perception of government by skilled South Africans

Approval rating (%)

Do you approve of the way the national government performed in its job last year? (% approved/strongly approved)	29
How much of the time can you trust government to do what is right? (% all of the time)	18
How interested do you think the government is in hearing what people like you think? (% very interested/quite interested)	27

(Source: Mattes & Richmond, 2000:19)

The survey further looked into the political situation as skilled people have a higher mobility level and may be ‘pushed’ if they are not satisfied or disagree with government policy. The results are shown in Table 2.5. Low satisfaction levels were found, with only 29% approving of government performance, the percentage of time the government can be trusted at only 18% and government’s interest in listening to its people at only 27%. Mattes and Richmond (2000:18) found that over 50% of the skilled population were unsatisfied with government.

One of the most contentious issues and one that is sometimes drawn along racial lines is affirmative action. The reality of the situation is that with any policy the government should constantly evaluate these policies and determine whether they are still valid in the current climate. When policies are counterproductive they should be redesigned or alternatives should be examined. If such a policy is pushing skilled individuals out of the country and that is to the detriment of the economy, then it would be advisable to seek out alternatives that are not counterproductive.

Table 2.6: Attitudes of skilled South Africans towards affirmative action (AA)

Attitude (%)

	WHITES	BLACKS
Strongly oppose	42	6
Oppose	41	14
Total	83	20

(Source: Mattes & Richmond, 2000:19)

The survey results indicated in Table 2.6 show that the majority of skilled white individuals were opposed to the policy of affirmative action whereas only about 20% of skilled black individuals shared their view (Mattes & Richmond, 2000:19).

Many developed countries are experiencing growth and ageing populations creating a demand for skilled labour. South Africa is one of the countries being targeted for skills as the country is known for producing highly skilled, hard-working labour. Furthermore, due to increases in technology and access to information, barriers of entry for skilled workers who are seeking employment in the global market place are lowered and hence the match is made much more easily (Bhorat *et al.*, 2002:4).

A large number of South Africans were found to feel that conditions were better abroad, particularly with regard to safety and security, standard of services, levels of taxation, schools, health care and future prospects for children (Mattes & Richmond, 2000:18).

What facilitates the movement further is the fact that the major receiving countries have large ex-South African communities, which not only gives immigrants a good support base but also allows them to draw on the knowledge of those that have gone before. These countries also offer emigrants safer and more stable environments where there is a greater respect for regulations and the law, thus offering immigrant families a safer and more stable environment (Bhorat *et al.*, 2002:4).

This view is confirmed by Mattes and Richmond (2000:18-19) who state that the individual's network in the recipient country and the degree of logistics enables the move. Contact with friends and colleagues in the new country ease the move through the provision of information and support they provide. The second is a logistical point: if they do not have the resources to move, then it cannot take place. At the time of the survey few had contact with people or firms outside South Africa, with only 15% having regular contact with fellow professionals overseas and even fewer with foreign recruiters.

Table 2.7: Knowledge of other emigrants (%)

Knows at least one emigrant

	TOTAL
Members of immediate family	19
Members of extended family	36
Close friends	59
Co-workers	40
People in profession known personally	57

(Source: Mattes & Richmond, 2000:20)

Mattes and Richmond (2000) also found that 19% of skilled people reported that an immediate family member had left; 36% had had extended family leave; 59% had had a close friend leave. Professionals reported that in their work environment, 40% of co-workers had left and 57% knew of somebody in their profession that had left. When somebody leaves,

then the overseas network increases and the chances of leaving increases as they are able to gather information on foreign destinations and job availability. The results of the survey in this regard are shown in Table 2.7 (Mattes & Richmond, 2000:19-20).

Table 2.8: Comparison between South Africa and overseas destination

Better or much better overseas

Personal safety	80
Family safety	80
Upkeep of public amenities	72
Customer service	67
Future of children	65
Availability of quality affordable products	62
Level of taxation	61
Level of income	60
Medical services	59
Cost of living	54
Ability to find a good school for children	53
Taxation	52
Job security	52
Prospects for professional advancement	49
Job	43
Ability to find desirable house	28

(Source: Mattes & Richmond, 2000:19)

The survey by Rogerson and Rogerson (2000:35) was concluded with open-ended questions to explore why people left. They found that people left mainly because of crime and violence, a downturn in the economy, perceptions of falling standards in public and health standards, attractive remuneration packages in North America, Europe and Australasia, and permanent residents returning to their countries of birth. All of these reasons advanced by Rogerson and Rogerson (2000) are compatible with Maslow's hierarchy of needs.

Rogerson and Rogerson (2000:36) found that some young skilled workers were looking for broader experience and that some may return. These authors also discovered what the

respondents' perceptions were about conditions in recipient countries (Mattes & Richmond, 2000:18). Table 2.8 outlines the results of the survey in terms of how much better the respondents perceived recipient countries to be. This could be as a result of two factors, namely that individuals do not possess enough information about these countries to make objective decisions or secondly, the pessimistic perception they had of this country makes other destinations appear to be better than what they actually are.

2.5 THE EFFECT OF MIGRATION

To ascertain whether emigration is a problem, it is necessary to ascertain and quantify the extent of a problem. It would be safe to say that if only one or two skilled individuals left our borders every year then we would not really have to be concerned about emigration contributing to a skills shortage.

It was therefore necessary to examine this relationship and to determine the number of skilled individuals who were emigrating.

2.5.1 The extent of the problem

According to Crush and McDonald (2003:4), it is imperative to monitor migration movement and know the extent of the problem because emigration has the following effects:

- The country could be perceived as being undesirable.
- It could give an impression of a pessimistic future for the country as human and financial capital move with skilled individuals.
- The brain drain has social and economic implications.

As far back as 2002, Myburgh (2002:23) stated that previous studies had shown a skills shortage in the region of 400 000, with an estimated 330 000 that had emigrated. The number of estimated émigrés is very close to the number suggested as the skills shortage. This would imply that we have a very serious problem that needs to be monitored and for which retention strategies should be developed.

In contrast to Myburgh's claim, Crush and McDonald (2003:6) found that those that were very likely to leave the country for more than two years numbered only 20%, with only 3% intending to leave within the next six months. They also determined each person's "emigration potential" using a statistical index and found that only 2% of the sample fell into the "very high" category. Their view was, therefore, there was no need to worry about a skills crisis.

However, what Crush and McDonald (2003:6) did find of concern was that 69% had given the idea of emigration "some thought", with some already having made contact with potential employers overseas. Others had friends, family and colleagues who had already emigrated that they could use as reference points for their own emigration.

Crush and McDonald (2003:4) point out how the matter has been sensationalised in the media with some politicians using this platform to announce that emigrants are simply unpatriotic – they play the migration card with some political parties using scare-mongering tactics and others, such as Nelson Mandela, stating that some are running away. Their opinion was that 'real' South Africans will be sorted out during the process. Whatever one's response is to these speculative statements, founded or unfounded, to compile a scientific response one needs to know the extent of skilled individuals that are leaving and base statements upon fact.

It is the function of Stats SA to compile statistical information on tourism and migration amongst other things; however, the Department of Home Affairs has jurisdiction over the movement of people through South Africa's borders. Traditionally, departure forms were used to collect information from South African residents leaving the country via the Johannesburg, Cape Town and Durban airports. The information that was obtained from these cards were then processed and analysed by Stats SA. They were thus totally reliant on information from the Department of Home Affairs, which they would then process and publish in a statistical format (Stats SA, 2009a:17).

The South African Migration Programme (n.d.) advises that we should exercise caution when interpreting available emigration data for the following reasons:

- The exact numbers are unknown due to inefficiencies of official data.

- Projections based on faulty methodological assumptions overstate emigration trends.
- People who leave may not do so permanently and some may maintain strong economic ties.
- Distinction must be made between emigration from region and intra-regional emigration, as intra-regional migration is not a net loss to the region.
- Due to higher demand in certain sectors, some sectors are more affected than others.
- The actual social and economic impact has not been properly determined.
- Countries in the SADC region have avoided brain gain strategies in immigration policy, thereby worsening the impact of the brain drain.

On 26 October 1993 the Department of Home Affairs introduced departure forms to record information from South African residents leaving South Africa from Johannesburg, Durban and Cape Town airports, allowing collection from November 1993. The rationale behind the system was that 97% of self-declared emigrants departed from these three points. No further emigration information on South African residents has been collected since February 2004 due to the introduction of new immigration acts (Stats SA, 2009b:3.6).

Documented immigrants can be defined as “residents of other countries who have been accepted as permanent residents in South Africa. The permanent residence status could be given either before or after arrival in South Africa”. Self-declared emigrants are defined as “South African residents who, at the time of departing from South Africa, state their intention to leave the country and reside permanently elsewhere” (Stats SA, 2005:xiv).

Looking at the figures stated by Myburgh (2002:23), one may ask why the government is doing nothing about the problem. If they are doing nothing about it, do they know there is a problem? More than a decade ago Brown, Kaplan and Meyer (2000:41) reported that there was concern about the official estimates by Stats SA being undercounted, thus leaving a question mark over the extent of highly skilled professionals leaving the country.

Stats SA defend their position in their report by stating that self-declared emigrants do not always declare their intentions on departure cards or that information may be recorded incorrectly. The information collected is dependent on the individuals who complete the

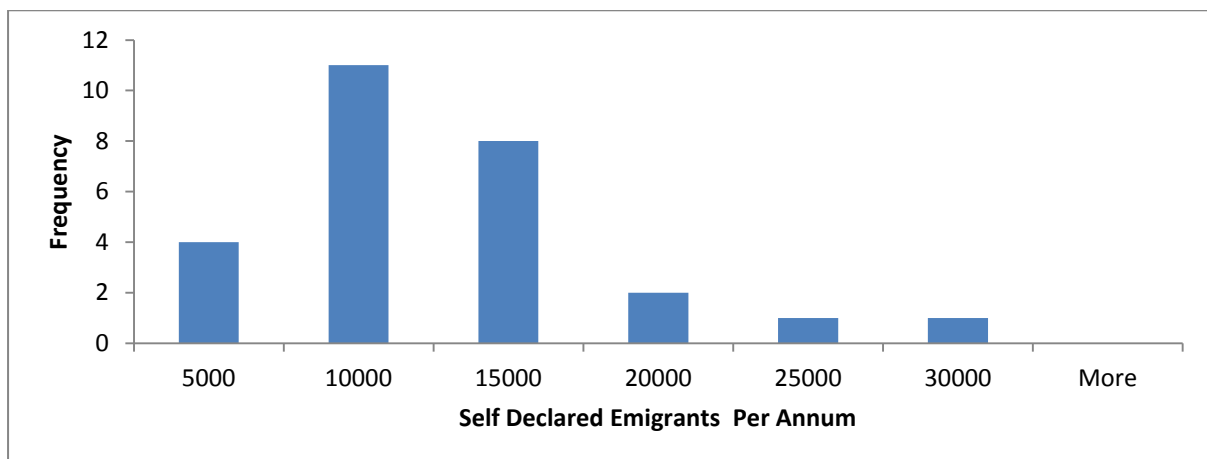
departure cards and could account for incorrect information being recorded. (Stats SA, 2005:xiii)

Crush and McDonald (2003:5) refer to research by the South African Migration Programme in 1998, which was conducted after several misplaced and unreliable surveys had been conducted. They looked at a broader definition of the concept 'skilled' and included any people that they deemed to be vital to the functional core of the national economy. The research was conducted across three SADC countries, namely South Africa, Botswana and Lesotho. This research confirmed that there appeared to be a real undercount of emigration figures; however, the extent of the problem published in the press appeared to be overstated and the official view was that there was no imminent crisis looming in the region due to skills loss.

The matter that is of real concern lay at the point of research: there did not appear to be a problem; however, any potential factor that could affect a country's economy should be continuously monitored. The South African government appears to have done exactly the opposite by first undercounting and then by stopping to count at all.

While information was still being gathered, Stats SA found that self-declared emigration had experienced three major peaks: in 1977, 1986 and 1994, with the majority heading for the UK. The frequency per annum of self declared migrants between 1977 and 2003 is shown in the histogram in Figure 2.1 below.

Figure 2.1: Histogram – self-declared emigrants per annum 1977 - 2003



(Source: Stats SA, 2005:2)

There was a gradual increase from 1994 until 2003, when there was a total of 16 165 self-declared emigrants, of whom 78.6% were South African citizens. The remainder were South African residents who were either returning to their countries of origin or immigrating to other countries. A breakdown of self-declared emigration by occupation is shown in Table 2.9 below (Stats SA, 2005:iv).

Table 2.9: Documented immigration and self-declared emigration for 2003 by occupation

	IMMIGRANTS	EMIGRANTS (SELF- DECLARED)	NET LOSS
Total number	10 578	16 165	5 587
Economically active	1 011 (9.6%)	10 540 (65.2%)	9 529
Professionals	499 (4.7%)	4 316 (26.7%)	3 817
Accountant and related occupations	33 (0.31%)	736 (4.6%)	703
Managerial	416 (3.9%)	1 729 (10.7%)	1 313

(Source: Stats SA, 2005:v)

There would appear to be consensus that emigration data is not accurate. Brown *et al.* (2000:42) contend that the only way to obtain more accurate information is to examine the receiving country's data. They examined statistics from five major receiving nations, namely the United Kingdom, Canada, the United States of America, New Zealand and Australia. They highlighted that besides recording the numbers of emigrants, their skills profile should also be examined. They found that not only was there an undercount by Stats SA, but that the discrepancy increased with time, which suggested that more people were leaving and fewer were willing to declare their intentions.

Previous official statistics from Stats SA (2005:x) confirm the findings by Brown *et al.* (2000), namely that the five major destination countries for self-declared emigrants are the UK, the USA, Canada, Australia and New Zealand.

An examination of the records of the five major destination countries mentioned above revealed that an estimated new immigrants 233 609 arrived in these countries between 1989 and 1997, whereas the Stats SA figure is 82 811, suggesting that the data of only 35% of emigrants were captured. Brown *et al.* (2000) were further of the opinion that the cumulative loss of skills was being worsened by the restrictive immigration policies in South Africa, thus creating a net loss position of skills. The results are outlined in Table 2.10 below (Brown *et al.*, 2000:42).

Table 2.10: Examination of five major countries' immigration records

	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	TOTAL
New Zealand	632	246	209	202	223	422	2054	2638	2046	2648	2689	14009
New Zealand (StatsSA)	411	176	83	64	50	126	242	1465	939	1266	1157	5979
Australia	3792	3024	2424	2084	1274	1021	1654	2792	3190	3211	4281	28747
Australia (StatsSA)	3484	2588	1275	1292	928	694	1309	1298	1507	1767	1508	17650
United Kingdom	6700	7000	11700	6400	8000	6900	9400	8100	420	11400	10988	90788
United Kingdom (StatsSA)	3817	2295	1420	1804	1800	1987	3716	2880	2045	2243	2162	26169
Canada	1748	1672	1558	1083	1014	1141	1822	2910	1753	1526	1898	18125
Canada (StatsSA)	755	722	454	349	266	285	566	947	679	774	557	6354
United States of America	1741	1832	1899	1990	1854	2516	2197	2144	2560	2966	2563	46724
United States of America (StatsSA)	543	325	174	278	307	314	566	752	882	963	832	5936

(Source: Brown *et al.*, 2000:42)

Stats SA (2005:x) reported similar findings to those of Brown *et al.* (2000:42), namely that the five main target countries for emigrants had well-developed statistical systems. They stated that it would be useful to compare their information of self-declared South African emigrants to that of the destination countries regarding citizens who had permanently settled in those countries. This comparison could then be used to determine the extent of under-declaring of emigration intent by South African citizens. The data obtained is outlined in Table 2.11 (Stats SA, 2005:x).

Table 2.11: Stock statistics on South African citizens/residents abroad, selected countries

COUNTRY	CENSUS/SURVEY DATE	NUMBER OF SA RESIDENTS/CITIZENS	SOURCE
Canada	1986	18 785	Statistics Canada
Canada	1991	24 730	Statistics Canada
Canada	1996	28 465	Statistics Canada
Canada	2001	18 925	Statistics Canada
New Zealand	1991	5 655	Statistics New Zealand
New Zealand	1996	11 334	Statistics New Zealand
New Zealand	2001	14 913	Statistics New Zealand
Great Britain	1991	68 059	Census (ONS)
Great Britain	2001	140 236	Census (ONS)

(Source: Stats SA, 2005:x)

Stats SA (2005:x) estimated the South African resident population in Australia by using the Australian Bureau of Statistics (ABS) estimates of the resident population at eight available dates. Table 2.12 shows that not only was there an increase in emigration from South Africa to Australia, but that Stats SA were severely undercounting the numbers, which by 1998 had reached almost 22 000.

Table 2.12: Estimated resident population of South African citizens/residents in Australia, various years

YEAR	AUSTRALIA NUMBER	Stats SA EMIGRATION STATISTICS	DIFFERENCE (Undercount)
1990	53 500	36 908	-16 592
1991	55 800	37 836	-17 964
1992	56 500	38 530	-17 970
1993	57 100	38 727	-18 373
1994	58 600	40 025	-18 575
1995	60 900	41 532	-19 368
1996	64 100	43 299	-20 801
1998	68 406	46 438	-21 968
2001	79 425	N/A	N/A
2002	84 095	N/A	N/A

(Source: Stats SA, 2005:x)

From the information obtained Stats SA (2005:xi) was able to deduce that they had underestimated the number of emigrants leaving the country by 57.3% in the period 1970–2001. During this period Stats SA recorded **275 019** emigrants, where if the underestimation is applied then the real figure would be closer to **392 496** South African citizens/residents leaving as an estimate.

The breakdown of destination countries for self-declared emigrants is shown in Figure 2.1a below, showing the UK as being the biggest receiving nation, with Australia being the next favoured destination. In Figure 2b the total is further broken down to show the economically active persons and a further breakdown in Figure 2c of professionals, semi-professionals and technical occupations as these generally form the majority of skilled individuals.

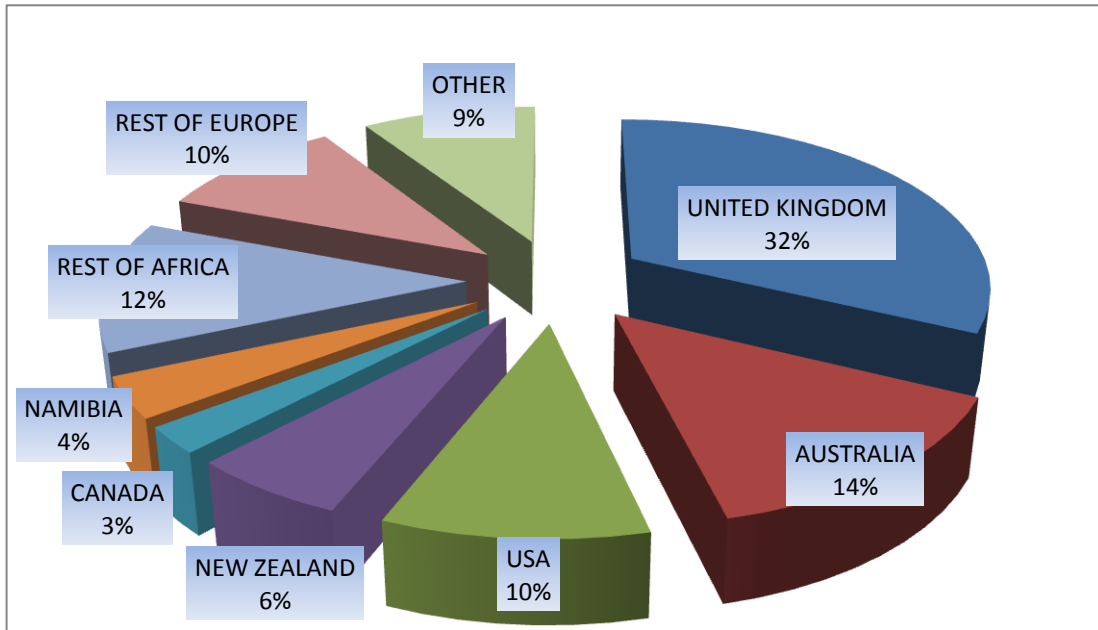


Figure 2.2a : Self-declared emigration by destination country

(Source: Stats SA, 2005:59-63)

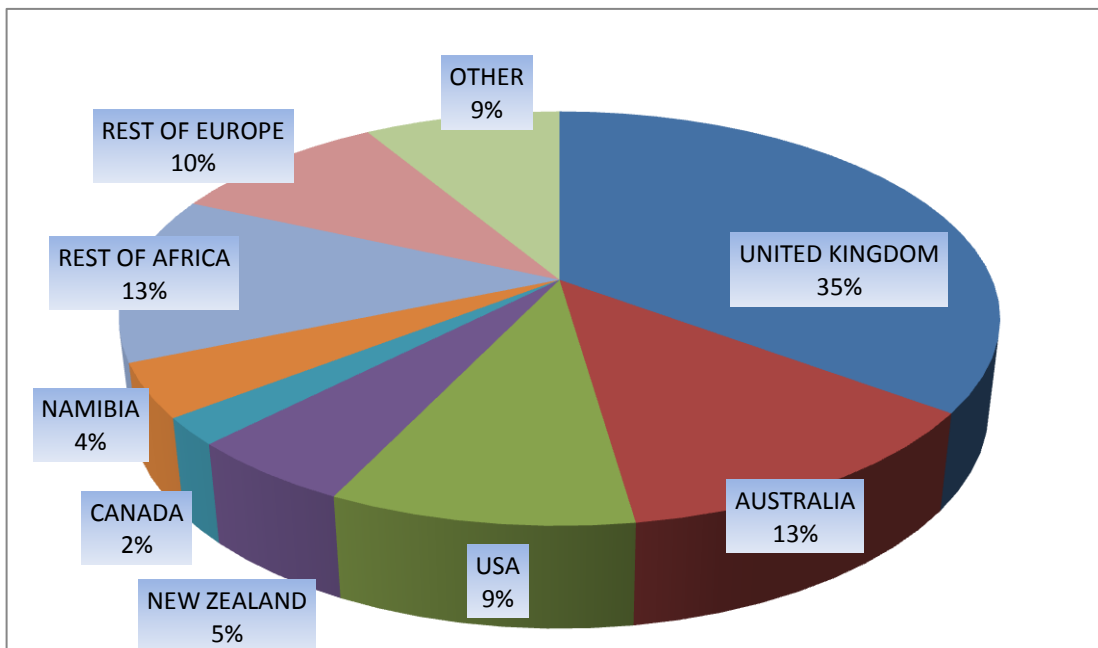


Figure 2.2b : Self-declared emigration by destination country: economically active

(Source: Stats SA, 2005:59-63)

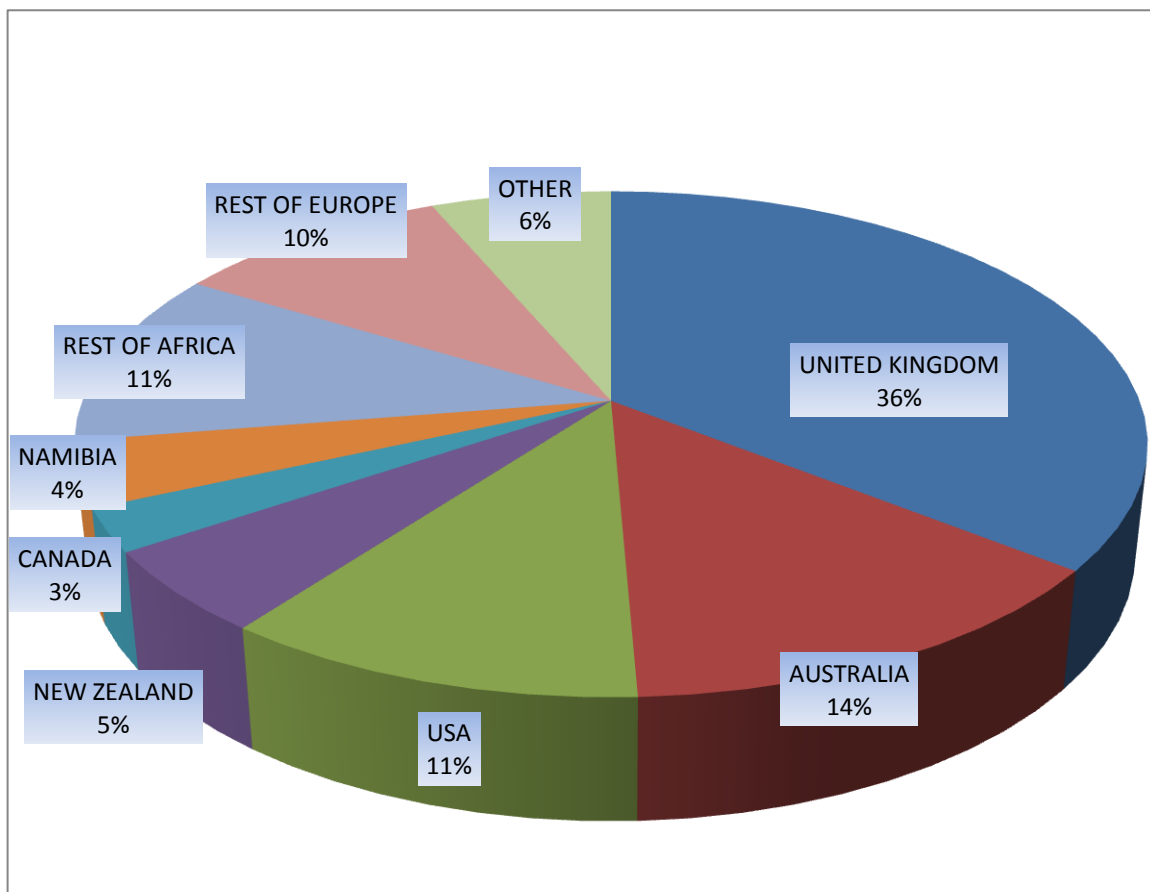


Figure 2.2c : Self-declared emigration by destination country: professionals, semi-professionals and technical occupations

(Source: Stats SA, 2005:59-63)

In Table 2.13 below one is able to examine the skills profile of skilled South Africans emigrating to Australia by examining the country profile for South Africa as detailed in the Australian Government Department of Immigration and Citizenship 2010 report (Australian Government Department of Immigration and Citizenship, 2010a:6). It is interesting to note that accounting professionals have been granted the most general skilled visas for all years shown in Table 2.13.

Table 2.13: Top five occupations: General skilled migration outcomes and business long stay visa grants for South African-born

BUSINESS LONG STAY VISA (457)							
2005 -06		2006 -07		2007 - 08		2008 -09	
Registered nurse	170	Registered nurse	190	Registered nurse	180	Registered nurse	200
Metal fabricator	170	Fitter	140	Computing prof. NEC	150	Bus. & info. prof. NEC	120
Fitter	130	Metal fabricator	90	Bus. & info. prof. NEC	130	Fitter	110
Motor Mechanic	80	General Electrician	80	Fitter	130	Computing Prof. NEC	100
Electrical power lines tradesperson	70	Computing prof. NEC	70	Specialist manager NEC	80	Motor mechanic	90
GENERAL SKILLED MIGRATION OUTCOMES							
2005 -06		2006 -07		2007 - 08		2008 -09	
Accountant	100	Accountant	84	Accountant	138	Accountant	220
Registered nurse	37	General electrician	56	General electrician	70	Computing prof. NEC	85
General electrician	35	Fitter	43	Computing prof. NEC	62	Fitter	81
App. & analyst programmer	30	Registered nurse	35	Fitter	57	General electrician	64
Fitter	28	App. & analyst programmer	24	Registered nurse	42	Registered nurse	50

(Source: Australian Government Department of Immigration and Citizenship, 2010a:6)

Statistics from the Australian Government Department of Immigration and Citizenship (2010b:9) show that South Africans are one of the least likely nationalities to return to their home country, with South Africans being the fifth lowest of all returning migrants. The countries that precede South Africa are either war zones or in extreme turmoil. The statistics also show that approximately 80% of South Africans who move to Australia do not return. The list of the top five countries to which emigrants are unlikely to return is shown below with the return rate in brackets:

- Burma (5.7%)

- Zimbabwe (5.8%)
- Afghanistan (11.7%)
- Iraq (13.4%)
- South Africa (20.2%)

The situation does not seem to be improving, with an increase of South African-born permanent additions to the 'skilled stream' going to Australia. The Australian Government Department of Immigration and Citizenship (2010a:2) recorded a significant increase of 66.3% (up from 6 011 in 2007–08 to 9 997 in 2008–09).

According to the 2006 Australian Census there were 104 100 South Africa-born people living in Australia. The South Africa profile is represented as follows (Australian Government Department of Immigration and Citizenship, 2010a:1).

- Five per cent came to Australia before 1971.
- Fifty-four per cent arrived after 1995, with 32% arriving between 2001 and 2006.
- The unemployment rate was 4.1%, which was better than the national rate of 5.2%.
- Their median age of 38 was one year above that of the general Australian population.

The stark contrast between incoming and outgoing skills is demonstrated by the 2003 figure for immigration and emigration statistics as per Stats SA. Figure 2.2 shows the magnitude of skills loss. It must be borne in mind that by Stats SA's own calculation they were undercounting by an estimated 57.3% (Stats SA, 2005: xi).

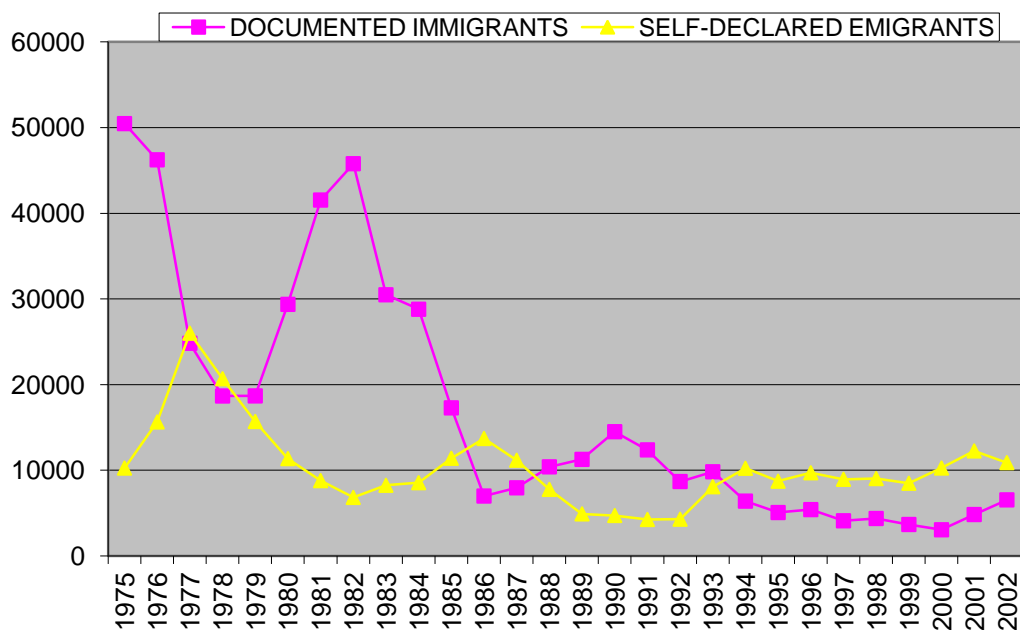


Figure 2.3: Documented immigration and self-declared emigration 1975–2003

(Source: Stats SA, 2005:2)

The South African Institute of Chartered Accountants commissioned a research project in 2008 conducted by Tshwane University of Technology and EE Research Focus (Pty) Ltd in an attempt to examine the skills shortage in the financial management, accounting and auditing sectors. The researchers found that in 2007 that there was a shortage of 5 400 qualified accountants, with vacancies across the whole financial services sector (public and private) at all skills levels, amounting to 22 030 (EE Research Focus, 2008:1).

EE Research Focus (2008:2) concluded that accounting professionals are the most difficult to retain, with 18.5% of private organisations and 62.3% of public organisations experiencing retention problems. The benchmark for financial vacancies internationally at that time, ranged from 2.7% in the public sector, to 2% in the private sector. In South Africa it was 19.1% in the public sector and 3.7% in the private sector, which was much higher than our international counterparts. It was cause for concern that South Africa is a provider of high-level financial and accounting personnel to the international market with a slim outlook of this changing soon. Using a projection model and a realistic scenario, the researchers speculated that at postgraduate level a deficit of 35% could be expected in 2018 and if the country experienced higher growth it could be as substantial as 65% at the same time. It was found that a skills shortage existed in the fields of financial management, accounting and

auditing skills, ranging from clerical right through to professional level, with higher shortages being experienced at the top end.

2.6 RETAINING SKILLS

The literature reviewed thus far has indicated numerous consequences to the permanent loss of skilled individuals and its direct impact on the country of origin, which in this case is South Africa.

It would be safe to say that if skills loss has been identified as a problem or a potential problem to the economic well-being of a nation then there should be a formulation of retention strategies to retain the skills.

Nienaber and Oosthuizen (2010:41) found that even though an overwhelming number of organisations recognise that talent management is needed; on average only one in every two organisations has some sort of talent management in place. It is therefore not only the government that is complacent with talent management but also private organisations.

Since there is clearly no easy solution to retaining skills in a democratic society, it was believed that this issue should be investigated in further detail.

2.6.1 Managing talent

Some company leaders have identified five imperatives in managing talent as they have come to understand that talent is a strategic inflection point and a source of competitive advantage. The five important strategies are the following (Axelrod *et al.*, 2001:10):

- Embrace a talent mindset in the belief that great talent and the business aspirations are intertwined.
- Craft a winning employee value proposition. Ask why talented people should stay with organisations. An employee value proposition (EPV) looks at marketing the company to the employee where they can be in a great company with great development opportunities.

- Rebuild one's recruiting strategy. Companies need to rethink and rebuild recruiting strategies, they need to find new sources of talent and must be able to market the company to the best talent at all levels.
- Weave development into one's organisation. Development is critical to attracting and retaining talent through mentoring, coaching and job stretches. There needs to be a better match of person to a job and development should occur daily.
- Differentiate and affirm one's people. Performance needs to be effectively reviewed to identify the high performers and those that need help. High performers should be rewarded and differentiated to motivate them and encourage average and low performers.

Organisations need to respond to employee needs in ever-changing market conditions to attract, develop and retain adequate talent at all levels in order to maintain adequate competitive advantage. The traditional approach has been reactive, which is insufficient as this may already be too late (Masibigiri & Nienaber, 2011:1).

Masibigiri and Nienaber (2011:3) show that in previous research, retention in organisations is a multifaceted approach which includes the following:

- Employee commitment (affective & normative)
- Engagement
- Communication
- Leadership and interaction
- Human resource practices
- Competitive remuneration

Through a review of literature several retention strategies were identified by Masibigiri and Nienaber (2011:4) to retain talent specifically with regard to Generation X. These strategies can be summarised as follows:

- Provide for flexible work hours to allow flexibility in lifestyle.
- Provide challenging work environments.

- Show recognition – this includes differentiation in terms of salary and flexible rewards.
- Provide leadership that meets the needs of employees. Leadership was identified as one of the key factors in employee retention.
- Create opportunity for talented colleagues and interact with them.
- Provide opportunities for growth and career development.
- Give developmental feedback regularly and consistently.

This means that highly skilled, mobile individuals need to have something to aspire and strive towards. If their current organisation cannot offer that growth they will leave. Cheney and Nienaber (2009:450) found that organisations recognise this fact and realise that they should make use of succession planning. They should also understand that they do not have all the necessary plans in place and that they do not always include the whole organisation in their planning. This approach of not looking at the whole talent pool is short-sighted. Organisations should not only be looking at the top few but they should be nurturing this talent to succeed the top structures in order to avoid a vacuum effect when they leave.

Succession planning in the above-mentioned context can be compared to a tree. There should be enough space in the ground for the roots to spread and thus to ensure a stable footing for the organisation through a stable base of skills. As this metaphorical tree grows there should be space for the branches to grow and for the tree to grow in size and stature. As flowers are lost they are replaced by new ones that have come from the same branches.

Probably one of the most important findings of the limited study by Cheney and Nienaber (2009:455) is that although succession planning is an effective strategy in terms of talent management, in many organisations it is under-utilised and not used effectively.

The reviewed literature does seem to imply that organisations recognise the importance of talent management but under utilise the strategy. Organisations also seem to recognise that the development of individuals as part of this strategy is an important motivator for individuals to remain with organisations and not move on.

Various questions arise: Is the individual's move permanent, will he or she return and can we gain something from the move? According to Chappell and Glennie (2010), brain circulation occurs when skilled emigrants move between destinations and the original environment can gain from the move. If the reasons for skilled workers to leave their original environment no longer exists then they may return, but these changes would need to be substantive. If an employee has satisfied the reason for the move, such as accumulation of personal wealth or professional development, he or she could be encouraged to return.

Chappell and Glennie (2010) use a typology (see Table 2.14) to show the factors that drive the brain drain and the factors that encourage brain circulation.

Table 2.14: Factors driving brain drain and brain circulation

Factors driving brain drain and brain circulation	
Motivational factor	Of particular relevance to which migrants?
<i>EMIGRATION</i>	
Income remuneration: to take advantage of higher wages in the destination country	Students in tertiary education; skilled professionals in sectors such as health care and IT. Especially important where skills are easily transferable between countries.
Employment: to secure employment or attain job security	Students in tertiary education and newly graduated professionals
Professional development: to advance one's career by gaining work experience, training and access to the best facilities and technologies	Newly graduated professionals and people who have progressed somewhat in their career
Personal and professional networks: These are sometimes a concrete reason to move but often they inspire or facilitate migration.	Professional networks can be key to highly skilled and senior professionals across various sectors.
Political and economic circumstances in their homeland: These circumstances matter to the migrant above and beyond the direct impact they have on their opportunities.	Migrants in countries where national socioeconomic and political circumstances are very poor and/or deteriorating fast. Newly graduated professionals without a well-rooted network may be particularly affected.

<i>RETURN MIGRATION</i>	
General improvement of the situation in the homeland: The push factor that motivated the migrant to depart has declined in significance.	Relevant to most skilled migrants
Feeling of belonging to one's culture and society: Some migrants' high degree of attachment to and their desire to develop their country makes them want to return.	Skilled migrants from low income countries who tend to feel a great sense of commitment to their country's development; young professionals and students with no family ties in the destination country
The intention to leave for a short period, usually to achieve a specific objective: to return after completing a contract or once a goal has been achieved	Highly skilled migrants holding a short-term contract, entrepreneurs and those that leave family behind, including children and spouses

(Source: Chappell & Glennie, 2010)

2.6.2 Retention and replacement of skilled workers

How does a democratic government control the movement of people and especially those that have a direct or potentially a direct impact on the country's economy? Waller (2006:1) comments that South Africa should invest heavily in skills development and training to fill skills gaps. Salaries need to be adjusted to be internationally competitive. In addition, conditions and employment standards should be highlighted, as should South African development and the benefits of staying. South Africa is a free market and employees/potential employees can come and go as they please. Employers should be proactive in attracting, developing, deploying and retaining talent, as this approach forms the basis of competitive advantage.

Countries in the SADC region all acknowledge that the brain drain is a problem and that it can affect economic growth and development and that AIDS/HIV is making the problem worse as it kills people in their prime. Instead of developing brain gain strategies, most countries are developing 'brain train' strategies. This strategy could, however, be questioned, since people may leave once they have been trained. Thus governments need to rethink their skills retention strategies. However when the SAMP informed a senior politician of the

problem, he responded that the governments' attitude was that current students would be more loyal than previous generations and would be less likely to leave and thus it is only a temporary problem (Crush *et al.*, 2005:1).

Another strategy would be to recruit skilled immigrants in an attempt to balance the skills shortages. This view is held by Bhorat *et al.* (2002:23) who state that the government needs to make the country appear attractive to skilled immigrants and create conditions that will attract them.

According to Waller (2006:13), Section 19(1) of the Immigration Act, 2002 (Act No. 13 of 2002) outlines quotas in terms of work permits for foreigners. It allows for the quota to be aligned annually in terms of skills requirements as stated by the relevant ministers. The first quota came into effect in March of 2003, but after two years had not been amended as the numbers of skilled immigrants that government had wished to attract in one year had not been attained even after two years. This would intimate that the government was not doing enough to attract skills or the conditions within the country were not attractive enough to pull skilled immigrants out of their home countries.

In an attempt to attract skills, President Mbeki signed the Immigration Amendment Act in 2004, which facilitated the entry of skilled people into South Africa to promote economic growth. Movement of labour within the SADC region was still under discussion at the time the paper was released, as South Africa was worried that it would be affected by an influx of immigrants under such an agreement (Waller, 2006:17-18).

If the government is not successful in inducing enough skilled individuals to the country, then perhaps the will need to look more closely at retaining skilled workers and attracting expatriates back to South Africa. A decade ago Myburgh (2002:23) suggested that the government could try to stop the exodus of skills through measures such as exit tax and forced community service, but some critics of this view believed that it would have an adverse affect and only push more people to leave. South Africa has since gone in the opposite direction. Waller (2006:19) points out that there has been some intention on part of the treasury department to ease the tax burden of returning expatriates, as the system was previously very onerous for returnees.

The government could adopt more acceptable measures to retain and attract skills, by improving living conditions, stimulating economic growth and facilitating skilled labour absorption into the economy. South Africa is competing for skills on a global scale and to be competitive, the country needs to be made as attractive as possible to retain and attract the right skills (Myburgh, 2002:23).

Hulme (2002:17) concluded that to entice these professionals to return to South Africa it would require a healthy economic climate and good career opportunities. Other social factors such as crime rates should be targeted and lowered to attract individuals back that fear for the safety and security of their families. If South Africa can lure experienced professionals back, then the country as a whole will benefit, but the government would need to create a favourable environment and find political solutions to the relevant problems.

Within the country's borders there have been marketing initiatives to get expatriates to return, such as the Homecoming Revolution and the Come Home Campaign. Their efforts were concentrated on the success stories of the country in an attempt to show that much of the pessimism about the country is misplaced (Waller, 2006:14-15).

Rogerson and Rogerson (2000:36) refer to a quote by a South African office of a blue-chip international financial services company with regard to their attempt at employee retention:

“There is a lot of uncertainty among the younger staff members. Some of them left before the elections and they are still going. We try and counter this by using our international mother company contacts to send South African employees overseas. They pay back time overseas with time worked at the South African office. By doing this, more employees consider staying with the company in South Africa because there is something in it for them. However, as many as 50% do not come back.”

Expatriates from countries such as China and Taiwan tend to return to their home countries, taking with them new-found skills and experience; this can be to the benefit of the home country. South Africa needs to attract expatriates back in a similar manner, so that even if professionals just return temporarily, some of their skills and knowledge are injected back into South Africa during their stay (Waller, 2006:16).

South Africa has made some positive moves in boosting skills internally by putting in place an R21.9B National Skills Development Strategy that ran from 2005 to 2010. According to Waller (2006:18), the following steps were taken:

- Investment in research and development was enhanced to stimulate demand in this area and keep researchers in the country.
- Competitive salaries were offered for public service professionals.
- Scarce skills allowances were paid in the government and administration clusters.
- Agreements were reached with source countries in regard to poaching.
- Government-to-government discussions were held to avoid the recruiting of professionals from developing countries to the detriment of those nations.

2.7 CONCLUSION

Although there may be no definitive study that shows inconclusively that South Africa already has a skills shortage that can be directly attributed to emigration, there would seem to be consensus that the potential is there for it to become a problem.

Moreover, it is believed that a skills loss could have a real impact on the economy and that a relationship exists between the two. A home affairs report released in 2005 indicated that the mortality rate (1997–2003) had increased by 62%, with the mortality rate peaking at age 34. In view of the threat of HIV/AIDS, one may ask whether South Africa can afford to lose more people to emigration. The European workforce is expected to be short of approximately 20 million workers by 2025 since the ageing population is creating a large demand in this region alone (Waller, 2006:9).

It is clear from literature reviewed that skilled individuals have negative perceptions about the country and its future. Recipient countries are not helping the situation by encouraging skilled individuals to emigrate to fill gaps created by growing economies and ageing populations. It is important for South Africa to be able to recognise what is pushing these people and what is attracting them to other countries. There is an old proverb that says you need to know what is broken before you can fix it. Only once we know the factors that are

causing us to lose great minds can we try to develop strategies to retain these skills within our economy.

The most obvious conclusions that can be made from the literature and previous research reviewed are that there is a growing problem in regard to emigration and that the government has undercounted emigration figures.

With a tangible link found between the loss of skills and the country's economic growth, the government should be closely monitoring the situation. The loss of skills is not being matched by the influx of skills and the attraction of skilled migrants to South Africa appears to be failing.

There is no quick way to solve the problem. Furthermore, the inward migration of skilled workers is expensive and can be laboured by bureaucracy. Although businesses and the government evidently recognise that there is a shortage of skilled labour and that skills need to be retained, they do not appear to be doing enough. For instance, businesses know that retention strategies like talent management are essential, yet only about half of the organisations in South Africa are actually implementing these strategies and some of these are only directed at the very tip of the organisation.

The extent of skills loss and the resultant effect of that loss show that there is sufficient cause for further investigation.

The next chapter deals with the research methodology of the project, which includes the research design, data collection, population and sampling procedures, the questionnaire design, methods of ensuring validity and reliability and data analysis techniques.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

The research process is not just information gathering or the transportation of facts from one place to another nor is it rummaging for information or a catchword to get attention (Leedy & Ormrod, 2005:1). It is rather a “systematic process of collecting, analysing, and interpreting information (data) in order to increase our understanding of the phenomenon about which we are interested or concerned” (Leedy & Ormrod, 2005: 2).

A research design is essentially a strategy to solve a research problem. It provides the overall structure for the procedures to follow, the data that is collected and the data analyses conducted by the researcher (Leedy & Ormrod, 2005:85).

This chapter outlines the research design and methodology for this study. A web-based survey which is qualitative in nature was used to collect data from clients of an Australian immigration agent.

For convenience the problem statement is revisited in 3.2 below. The design is described in detail in 3.3 and the chapter closes with conclusions.

3.2 REVISITING THE PROBLEM STATEMENT

Skilled workers are a scarce resource in South Africa and to the detriment of this country many of them migrate to other countries. This skills loss to South Africa is not necessarily being replaced by graduates as they in turn may also leave or by incoming highly skilled migrants. The underlying causes for the problem should be investigated to determine the push and/or pull factors to other countries so that actions can be recommended to role players to retain these skills.

The purpose of the study was to explore and describe what factors influence skilled professionals to emigrate and thus it is qualitative in nature. A common form of conducting descriptive studies is through descriptive surveys, which are discussed in the next section.

3.3 DESIGN AND METHODOLOGY

3.3.1 Research design

Interpretive research is seen as an approach or in some cases even defined as qualitative research (Creswell, 2009:8; Stake, 2010:36). People interpret what they see and attach meaning to these observations (Stake, 2010:36); it is this interpretation by researchers that is crucial to understanding any social phenomenon (Leedy & Ormrod, 2005:133).

Williams (2007:67) states that with qualitative research there is a relationship between the researcher and the data. The qualitative approach is applicable to description, interpretation, verification and evaluation, and should serve one of these purposes (Leedy & Ormrod, 2005:134). The purpose of this study was to understand why skilled professionals immigrate to Australia. As such it was necessary to identify the factors contributing to their migration from South Africa to work in Australia.

The research method is determined by the research problem (Creswell, 2009:18). In the case of this study, it was chosen in order to understand the phenomenon that required description; therefore, the study was qualitative in nature and congruent with the interpretivist philosophy.

According to Lavrakas (2008:728), the intention of a descriptive research design is *inter alia* to “answer research questions about the current state of affairs”. It can, therefore, provide a current picture of, for example, attitudes of a sample at a point in time by utilising a non-experimental descriptive survey research design. This is in agreement with Leedy and Ormrod’s statement (2005:179) that with descriptive research “we examine a situation as it is” – there is no changing or modifying a situation nor is there an attempt to find a cause and effect relationship.

The research question for this study consisted of three parts: Why do so many skilled South Africans immigrate to Australia? What are the factors that push and/or pull

skilled South African professionals to work in Australia? What recommendations can be made to role players to stem the emigration tide? The aim was, therefore, to obtain a snapshot (examine the situation *as it is*) of the current attitudes of South Africans migrating to Australia.

Survey research is traditionally a quantitative approach (Creswell, 2009:12; Leedy & Ormrod, 2005:183); however, Stake (2010:99) points out that qualitative researchers will often make use of a descriptive survey (social research survey) for part of their inquiry. Lavrakas (2008: xxxvi) supports the view that survey research can be used qualitatively, but he adds that when this approach is adopted, the primary issue is not necessarily that the sample is representative or that the information gathering means is reliable; the issue is that qualitative research relies on survey methods. In these studies, survey items are interpretive items (Stake, 2010:99), with each one needing to be considered separately.

The method that was used to conduct this research was a descriptive survey to identify the factors, such as better working conditions, remuneration and a brighter future, that contributed to the migration of skilled professionals to Australia. The survey was conducted via a web questionnaire (the instrument).

Surveys have two defining characteristics, the first being that a sample is obtained from the population and the second that it is a systematic instrument such as a structured questionnaire (Lavrakas 2008: xxxv). A survey enables the researcher to learn more about a large population through a sample of that population and has the advantage of drawing on a large number of respondents (Leedy & Ormrod, 2005:183; Stake, 2010:99). The survey captures a moment in time, like a photograph from which the researcher can extrapolate a state of affairs over a period of time (Leedy & Ormrod, 2005:184).

For the purposes of this descriptive study a survey that is qualitative in nature was conducted using a web questionnaire. Closed-ended questions were developed through the adaption of the results of the surveys done by Mattes and Richmond (2000:12-20) and Hulme (2002:14), and some open-ended questions were included to ensure that all factors were accounted for.

The main instrument used to collect data in survey research is a questionnaire, which is “a set of standardised questions that follow a particular order to collect data on one or more topics” (Lavrakas 2008:652).

- The questionnaire was hosted on the University of South Africa’s Internet domain. A link to the questionnaire was then distributed to the population via bulk electronic mail. According to Lavrakas (2008:655), the three advantages in using the Internet for survey research are that it enables the researcher to access a large population at low cost; the researcher is easily able to integrate multimedia; and it is less intrusive.
- There are also some disadvantages to using the Internet and Lavrakas (2008:655) advises that the researcher should consider the sample quality, the verification of respondent eligibility and control over where and when the questionnaire is completed.

3.3.2 Questionnaire design

Lavrakas (2008:241) points out that there are some methods that can be utilised to increase response rates. The questions should be short and precise; the layout must be easy to follow; it can be conducted as a web survey, which is easy to complete and return; and there should be one or more incentives. (In this study the incentive was the feedback. Immigration is a weighty decision and understanding why others are making the big move can reinforce one’s own decision to move.)

Mattes and Richmond’s (2000:12) definition of ‘skilled’ was used for the purpose of this study. These authors conducted research among people still in South Africa, whereas this study’s sample was from a group of applicants that were in the process of applying for a visa, or had already been granted a visa to work/study/live in Australia. Whereas Mattes and Richmond (2000) looked at household income, educational qualifications, employment status and employment sectors, the current study was more limited and was focused on the reasons why people leave and what would either keep them in or draw them back to South Africa.

Mattes and Richmond (2000:13) examined emigration potential and the likelihood of leaving South Africa, whereas this study's sample may already have left the country. It would therefore only be relevant to duplicate this study in its entirety if sampling only locally based émigrés. What was more relevant was the commitment to emigrate and how this part of the survey could be incorporated into the current study without detracting from the reliability of the study. As the respondents may already have left South Africa, the questions that have been replicated in this study relate to push and/or pull factors that have led to them leaving and factors (retention strategies) that could draw them back to South Africa.

Section A of this study's questionnaire in annexure B gathered demographic data on the respondents, including their education and occupation, to enable an analysis of the skills levels of émigrés. Country of origin was included in this section as responses could not be limited to South Africans, enabling the results to be filtered and a comparison to be done with respondents from different countries of origin.

Questionnaires are used to examine people's behaviours and attitudes, which are not easily evaluated or quantified. Checklists and rating scales are techniques that can be used to facilitate quantification and evaluation. Rating scales can evaluate an attitude, behaviour or phenomenon on a continuum and those that measure attitudes are called Likert scales (Leedy & Ormrod, 2005:185).

A Likert scale was used in sections C and D of this study's questionnaire in annexure B to determine the level of satisfaction with the quality of life in South Africa and then in comparison to life in Australia. The results were separated into two nominal categories, namely 'satisfied/very satisfied' and 'dissatisfied/very dissatisfied' in the case of section C, and 'better/much better' and 'worse/much worse' in the case of section D. The data was analysed by the number of response in the nominal categories for each response and then ranked by the population's response.

In Hulme's study, respondents were given "ten considerations for leaving SA" (2002:14) and then they were requested to rank their order of preference. Respondents added another two considerations to the original ten. In section E of the current study's questionnaire in annexure B all twelve considerations (listed below) were used. The question also allowed for

respondents to add further considerations and rank them as a response to an open-ended question.

1. Prospect for professional advancement
2. Higher earnings potential
3. Improved safety and security
4. Better future for your children
5. No confidence in the future of your country of origin
6. Government's affirmative action policy
7. Deterioration in social services
8. Decline in your quality of life
9. Lower taxation rates
10. Decline in standards
11. Travel opportunities
12. Exposure to different cultures

Both Hulme (2002:14) and Mattes and Richmond (2000:16) explored the intentions of respondents in terms of their intended time of residence and when they planned to return to South Africa. The United Nations considers anything beyond two years as migration and in section F of the current study's questionnaire in annexure B examined the respondents' intentions in terms of returning to South Africa. The question by Hulme (2002:15) was replicated with the following range of options.

When do you plan to return?

- Within the next year
- Within the next two years
- In the next five years
- In the next ten years
- In the next twenty years
- Do not intend to return
- Undecided

In both the studies of Hulme (2002:14) and Mattes and Richmond (2000:16) it was found that people's willingness to retain investments and life policies in South Africa is related to a permanent move, as retention could indicate they might want to return to South Africa or vice versa. In section B of the current study's questionnaire in annexure B, respondents were asked if they had sold all their properties in their country of origin, transferred/cancelled their savings and investments in their country of origin, and/or terminated life insurance policies in their country of origin.

Hulme (2002:15) explored how returnees could be seen as contributing to the brain gain if additional qualifications obtained abroad could be brought back into the economy and, alternatively, if a respondent had converted his or her qualification it would go towards intent to stay in another country. Section B of the questionnaire in annexure B replicated the following questions in this study:

- Have you converted your qualification to an Australian qualification?
- Are you involved in CPE (continuing professional education) in Australia?
- Please indicate additional qualifications you obtained while being in Australia.

The current study was not only focused on why people leave but also on ways that South Africa could retain or draw back talent to the country. The question Hulme (2002:14) used for this purpose was replicated in section B of the questionnaire of the current study's questionnaire in annexure B, for the purposes of finding factors that would draw talent back and retain those skilled persons that are considering emigrating. It contained the following factors and an answer to an open-ended question that allows respondents to list other factors that may draw them back was included:

- Improvement in safety and security
- Family roots
- Future of children in the country
- Climate/weather/nature
- Improved government
- Patriotism
- Good schools/job security

3.3.3 Population and sampling procedures

According to Lavrakas (2008:590), “[i]n survey usage, a population is strictly a finite collection of the units from which information is sought in the survey, with additional specification”.

The population included all people that are contained within the ASA Consultants (an Australian Immigration Agent) customer database. The database is comprised of clients who have retained their services to supply professional assistance in the preparation and submission of a visa application to emigrate to Australia. This study was however particularly interested in skilled South Africans.

Immigration agents handle a large number of visa applications on behalf of their clients and this is evident from the percentage of applications being handled by agents as outlined in Table 3.1 below for the April–June 2010 quarter. As of April 2010 there were a total of 4 482 registered Australian migration agents (Australian Government Department of Immigration and Citizenship, 2010c:1).

Table 3.1 Migration agent used for general skilled visa applications to Australia

Visa subclass	Total applications	Migration agent used	% Lodged by a migration agent
175 Skilled – Independent	2 137	806	37%
176 Skilled – Sponsored	3 045	1 711	56%
461 New Zealand citizen family relationship (Temporary)	242	29	12%
475 Skilled – Regional sponsored	815	537	65%
476 Skilled – Graduate (Temporary)	145	8	5%
485 Skilled – Graduate (Temporary)	6 775	4 241	62%
487 Skilled – Regional sponsored	1 410	1 201	85%
495 Skilled independent regional (Provisional)	34	13	38%
885 Skilled – Independent	6 243	3 917	62%
886 Skilled – Sponsored	2 402	1 744	72%
887 Skilled – Regional	1 553	527	33%

(Source: Australian Government Department of Immigration and Citizenship, 2010c:1)

The Visa subclasses as shown in Table 3.1 relate to the general skilled stream of individuals that would be applying to move to Australia. It is evident from the table that agents deal with a great number of applications and their clients would form a large percentage of the overall applicant pool.

As no form of sampling was available, the agent distributed the link to the web questionnaire to their entire client database (the population) which consisted of approximately (n) 100 000 persons. The survey yielded 152 completed results which were filtered to include 48 South African respondents only for the purposes of this study.

As mentioned above, the results of the survey were filtered to separate South Africans' responses from the responses of persons from other countries, whose results were used for comparison purposes only. Distribution of the survey took place via the immigration agent, who due to commercial and confidentiality reasons was not be able to supply their mailing list for any form of random sampling to take place.

3.3.4 Data collection

A web questionnaire (instrument) was made available to respondents to complete the survey online. Their responses were recorded digitally on a database, which was then exported into a spreadsheet for collation and interpretation.

3.3.5 Methods to ensure validity and reliability

The survey in this study is based in part on the studies by Hulme (2002) and Mattes and Richmond (2000) that were found to be reliable and valid. Nevertheless, Cronbach's alpha was applied to test for (internal) validity. In all instances a score of higher than 0,7 were obtained, hence the instrument, despite adaptations, is still valid.

A pilot study was conducted on the survey in the revised format which consisted of the questions replicated from the studies by Hulme (2002) and Mattes and Richmond (2000), as well as the researchers own structured close-ended and open-ended questions. The questionnaire was adapted after analysis of the pilot study to ensure validity and reliability. This is in line with Lavrakas's (2008:654) view that at least one pilot test is necessary to

ensure that the questionnaire is understandable and free of obvious bias effects. Five pilot questionnaires were completed.

In view of changes in socio-political circumstances in South Africa as well as globally, the survey included open-ended questions. These open-ended questions were included to ascertain what other factors had attributed to the emigration of skilled individuals.

3.3.6 Data analysis techniques

The data, which is descriptive in nature and to a limited extent quantitative, was analysed through the use of frequency tables.

3.3.7 Ethical considerations

Questions were developed from the results of the studies by Mattes and Richmond (2000) and Hulme (2002), as a precautionary measure permission was requested to use their studies in part.

Lavrakas (2008:243-244) emphasises that respondents' privacy and confidentiality should be respected. In addition, participation should be voluntary and the study should be explained so that informed consent can be obtained. Ideally, measures such as the ability to withdraw from the study at any time should be built into the study to protect respondents.

An introduction to the study was provided via the agent to all respondents of the survey indicating that their participation was voluntary and confidential and that they were entitled to remain anonymous. Respondents were further informed on the landing page of the survey that their participation was voluntary and anonymous, and the nature of the study was explained. The introduction read as follows:

You are invited to participate in a study on emigration to Australia. The research forms part of a postgraduate degree at the University of South Africa. All responses are confidential and anonymous; at no time will you be requested to supply any personal information.

The survey will take no longer than two to three minutes to complete and will provide valuable information on the reasons why people decide to emigrate. Emigration is not an easy decision and by partaking in this study you will help form a collective picture of why people immigrate. The results of the study will be made available via ASA Consultants and you as a fellow migrant may then be able to examine collectively why people make the big decision.

Please click on the link below to partake in the study. The survey is hosted on the UNISA website.

Participants in the research were potentially the person(s) who were applying to immigrate to Australia. Several of these applicants may have wished to keep their intentions confidential from family and/or employers. Some of the participants may have been employed by firms on temporary assignments overseas to obtain new skills and experience. These employees may have had no intention of returning to South Africa and disclosure of their intentions could have been prejudicial to their careers. It was essential that the research be conducted in such a way that absolute anonymity of all respondents would be ensured.

3.4 CONCLUSION

This chapter has outlined the research methodology for the study, namely a descriptive research design that is qualitative in nature. A web-based survey in the form of a questionnaire was hosted on the UNISA website to collect data from the target population.

The outcome of this chapter is dealt with in the next chapter where the results and findings of the research are discussed.

CHAPTER 4

RESULTS AND FINDINGS

4.1 INTRODUCTION

In this chapter the results of the survey are presented and the findings of the research are discussed. The first section is a description of the demographic profile of respondents, while the second part provides a description and discussion of the results pertaining to the research question.

For comparison purposes the results of the Mattes and Richmond study and the Hulme study are included in tables together with results from the current study.

4.2 DEMOGRAPHIC PROFILE OF RESPONDENTS

An Australian immigration agent, ASA Consultants, distributed the link to the questionnaire to all the people in their database and requested them to respond. Since the survey was voluntary it could be expected that not all their clients would respond. As the study was mainly interested in South Africa, the 48 responses from South African respondents were used for the purposes of this study.

The response of 48 is low; however, it is believed to provide insight into reasons why skilled people, especially South Africans, immigrate to Australia.

Table 4.1: Country profile of all respondents (%)

COUNTRY	RESPONDENTS	PERCENTAGE
Not supplied	9	6
Afghanistan	2	1
Australia	1	1
Bangladesh	1	1
Canada	1	1
China	1	1
Colombia	1	1
Eritrea	1	1
France	1	1
Germany	1	1
India	4	3
Indonesia	1	1
Iran	1	1
Iraq	1	1
Italy	2	1
Jamaica	1	1
Kenya	1	1
Liberia	2	1
Lithuania	1	1
Macedonia	1	1
Malaysia	4	3
Malta	1	1
Mauritius	1	1
Mexico	2	1
New Zealand	1	1
Nigeria	1	1
Pakistan	2	1
Palestine/West Bank	1	1
Philippines	15	10
Poland	2	1
Romania	1	1
Russia	1	1
Somalia	1	1
South Africa	48	32
Spain	1	1
Sudan	2	1
Switzerland	1	1
The Netherlands	1	1
United Kingdom	26	17
USA	3	2
Zimbabwe	3	2

Responses were obtained from respondents in 40 different countries, including South Africa, as shown in Table 4.1. The research question focused on South African respondents and the

international responses have been provided for comparison purposes only. South African respondents made up the majority (32%) of the overall responses, followed by the UK (17%) and then the Philippines (10%). Six per cent of respondents did not indicate their country of origin.

Table 4.2: Gender profile (%)

COUNTRY	MALE	FEMALE
SOUTH AFRICA	69	31
UNITED KINGDOM	58	42
PHILIPPINES	27	73
ALL OTHER COUNTRIES	65	35
HULME STUDY	79	21
MATTES & RICHMOND STUDY	61	39

The gender profile of South African respondents shown in Table 4.2 was found to be highly represented by male respondents. The gender profile of South Africa’s skilled population as per Mattes and Richmond (2000:12) of 61% male and 39% female is reasonably close to that of the profile of South African respondents of this survey, which are 69% male and 31% female. Hulme (2002:15) focused on chartered accountants, who were highly represented by male respondents, with 79% being male and only 21% female. With regard to the results from other countries, the Philippines was represented by more female respondents (73%) and in the case of the UK the gap between the genders was closer with 58% male and 42% female. The remaining countries showed a similar result to the current study, and the Mattes and Richmond study with 65% male and 35% female.

Table 4.3: Age profile (%)

COUNTRY	18-24	25-34	35-49	OVER 50
SOUTH AFRICA	0	17	73	10
UNITED KINGDOM	0	27	50	23
PHILIPPINES	0	53	40	7
ALL OTHER COUNTRIES	4	61	33	2
HULME STUDY	1	82	17	0
MATTES & RICHMOND STUDY	6	29	45	17

In terms of age, as shown in Table 4.3, 73% of South African respondents were in the 35–49 age range with a total of 83% being over 35. Of the respondents from the UK, 73% were over 35, with 50% of these being in the 35–49 age category. The Philippines and all other countries had a higher representation in the 25–34 age range.

These results differ from those in the study by Hulme (2002:15) of South African accounting professionals living in Europe. Hulme (2002) found the majority of respondents to be in the 26–35 age category, i.e. under 35 years of age, whereas the current study found the majority of respondents to be in the 35–49 category, i.e. over 35. Although there is a difference in age of respondents in the two studies, it is interesting to note that due to time differences between the two studies, it is that same generation that is leaving, namely Generation X. People at the age of 34 have gained sufficient experience and qualifications to be very valuable to the workforce (Waller, 2006:9). This means that skilled individuals at this age are knowledge repositories with a potential for wealth creation in organisations and therefore a potential source of competitive advantage. The implication is that organisations and South Africa as a whole are losing skilled individuals in their prime.

Mattes and Richmond (2000:12) found that 45% of South Africa's skilled population were in the 35–49 age group and 17% were in the over 50 category, while Waller (2006:2) indicated that the majority of the skilled population were between the ages of 35 and 49. The current study found that 83% of respondents fell into the latter categories, which would indicate that in terms of age, more experienced skilled workers are leaving the country if taking into account the skills profile of Mattes and Richmond (2000:12) and Waller (2006:2).

Table 4.4: Qualifications profile (%)

GENDER	SOUTH AFRICA	UK	PHILIPPINES	ALL OTHER COUNTRIES	HULME STUDY	MATTES & RICHMOND STUDY
School leaving certificate	8.33	12	0	15	0	21
Diploma	16.67	35	20	13	0	0
National diploma	10.42	0	0	0	0	0
Bachelor's degree	33.33	27	67	42	0	58
Post-graduate diploma	6.25	0	0	0	0	0
Post-graduate degree	8.33	27	13	29	100	14
Doctorate	8.33	0	0	0	0	1
Other	8.33	0	0	2	0	0

As shown in Table 4.4, the vast majority of South African respondents of the current study indicated that they have tertiary qualifications, with 67% having qualifications that require three or more years' full-time study and a further 17% having at least some tertiary qualification such as a diploma. In comparison, 54% of the respondents from the UK had qualifications that require three or more years' tertiary study, with 80% from the Philippines and 71% from all the other countries.

To determine the skills profile, respondents were asked to indicate their highest qualification. A skilled individual, according to Mattes and Richmond (2000:12), would be economically active and possess at least a three-year tertiary qualification; Bailey (2003:236) simply implied that they contribute considerably to the economy and society.

Mattes and Richmond (2000:13) found that 78% of the South African skilled profile had a diploma or higher with 19% having just a school leaving certificate and 4% with less. This would indicate that the respondents of this study fall within the scope of 'skilled' as indicated by Mattes and Richmond, with the only differential being a slightly higher educational profile of South African respondents.

4.3 RESULTS PERTAINING TO THE RESEARCH QUESTION

4.3.1 Factors that lead to the migration of South Africans

This section pertains to the first part of the research question and for ease of reference it is revisited as follows:

Why do so many skilled South Africans emigrate to Australia, and what are the push and/or pull factors that lead to the outflow of skills from South African organisations to other countries?

Table 4.5: Satisfaction levels with country of origin (%)

SA = South Africa	UK = United Kingdom				P = Philippines				O = All other countries				MR = Mattes & Richmond study				
	Satisfied/Very satisfied				Neither				Dissatisfied/ Very dissatisfied				No response				
	SA	U K	P	O	S A	U K	P	O	S A	U K	P	O	MR	S A	U K	P	O
Your family's safety	2	35	20	29	2	27	20	15	73	8	27	13	68	23	31	33	44
Your personal safety	2	35	13	27	2	27	20	17	73	8	33	13	66	23	31	33	44
The upkeep of public amenities	2	23	7	13	8	15	20	15	67	31	40	29	70	23	31	33	44
Customer service	2	15	13	6	10	19	33	25	65	35	20	25	56	23	31	33	44
The relative share of tax paid in comparison to others	0	19	7	10	21	23	0	25	56	27	60	21	59	23	31	33	44
Level of taxation	2	4	7	15	25	27	20	13	50	38	40	29	74	23	31	33	44
Your prospects for professional development	23	27	0	10	8	31	33	13	46	12	33	33	30	23	31	33	44

Cost of living	19	8	7	13	17	23	27	10	42	38	33	33	71	23	31	33	44
The ability to find a good school for children	25	38	20	21	13	27	20	21	40	4	27	15	27	23	31	33	44
How satisfied were you with the security of your job	31	35	0	8	15	15	33	29	31	19	33	19	26	23	31	33	44
Level of income	31	19	0	13	19	31	13	17	27	19	53	27	37	23	31	33	44
The availability of affordable/ quality products	29	38	13	27	23	15	20	6	25	15	33	23	28	23	31	33	44
How satisfied were you with your job	42	31	13	25	19	19	47	19	17	19	7	13	23	23	31	33	44
The ability to find the house you wanted	48	27	33	13	13	19	13	15	17	23	20	29	21	23	31	33	44
The ability to find medical service for your family	38	42	27	19	13	23	27	15	27	4	13	23	21	23	31	33	44

The results of this study as par Table 4.5 indicated that respondents had high levels of dissatisfaction with safety [family and personal] (73%), upkeep of public amenities (67%), customer service (65%) and taxation (56%). Factors that relate to government policy featured highly among respondents. In terms of factors relating to the work environment, South Africans were dissatisfied with prospects for professional development (46%), while job security was reasonably even with 31% being satisfied and 31% being dissatisfied. They were, however, more satisfied than dissatisfied with the level of income (31% satisfied) and job satisfaction (42% satisfied) in South Africa. It is important to consider the work environment as this study examined talent and its role in competitive advantage.

In comparison to other nations, only the Philippines had high levels of dissatisfaction, although not as high as with South African respondents, with the greatest dissatisfaction with the amount of tax paid in comparison to others (60%), followed by level of income (53%), upkeep of public amenities (40%) and level of tax (40%). Respondents from the UK had much lower dissatisfaction levels with 38% being dissatisfied with the cost of living and the level of taxation. Looking at the results from all other countries the dissatisfaction levels with their country of origin are lower than those of South Africans, with the most highly rated items being dissatisfaction with the cost of living (33%) and prospects for professional development (33%).

Mattes and Richmond (2000:17) used a Likert scale to examine the satisfaction of life in South Africa and followed it with a comparison to life overseas. They found that it was widely believed that quality of life was a major influence that pushed South Africans to migrate and thus the need to measure these factors.

The results of this study showed a notable shift in comparison with those of Mattes and Richmond (2000:18), with safety and security and customer service featuring more highly, and cost of living featuring slightly lower on the dissatisfaction level. Similarly to the results from Mattes and Richmond (2000:18), skilled individuals were found to be less dissatisfied with personal economic conditions, levels of income, schools and health care.

Mattes and Richmond (2000:18) point out that skilled people have a higher mobility level and may be pushed if they are not satisfied with government policy or disagree with it. In their study they found that over 50% of the skilled people were unsatisfied with government. Looking at the results of this study, respondents' levels of satisfaction with government have not improved and if anything, have worsened.

People emigrate to obtain a better life with a perception of net gain for the emigrant with the benefit exceeding the cost of the move (Hall, 2005:940). Some analysts have documented that the major factors contributing to the loss of skilled South Africans are a lack of safety and security, poor economic conditions and poor social services (Mattes & Richmond, 2000:11). Chappell and Glennie (2010), in their examination of global trends on migration, found that major factors for migrating were wage differentials, employment, professional development, professional and social networks, and socioeconomic and political conditions in

their country of origin. South Africa was directly referred to in the last point with concerns about safety and security, with other African countries citing HIV/AIDS and economic conditions as a motivator to move.

Table 4.6: Satisfaction level in Australia in comparison with country of origin (%)

SA = South Africa	UK = United Kingdom				P = Philippines				O = All other countries				MR = Mattes & Richmond study				
	Much better/Better				Neither				Worse/Much worse				No response				
	S A	U K	P	O	M R	S A	U K	P	O	S A	U K	P	O	SA	U K	P	O
The upkeep of public amenities	58	31	53	40	72	4	23	13	8	0	4	0	4	38	42	33	48
Your family's safety	58	35	47	35	80	4	23	20	10	0	0	0	6	38	42	33	48
Your personal safety	58	31	47	35	80	4	27	20	10	0	0	0	6	38	42	33	48
Customer service	58	31	53	40	67	4	27	13	8	0	0	0	4	38	42	33	48
Prospects for professional development	52	38	53	40	49	10	19	13	6	0	0	0	6	38	42	33	48
The availability of affordable/ quality products	52	27	33	33	62	10	19	27	15	0	12	7	4	38	42	33	48
The ability to find a good school for your children	52	19	60	31	53	10	31	7	13	0	8	0	8	38	42	33	48
Job security	52	31	33	38	52	10	23	53	10	0	4	13	4	38	42	33	48
The relative share of tax paid in comparison to others	50	23	40	27	61	13	35	20	23	0	0	7	2	38	42	33	48

Job satisfaction	48	35	53	42	43	13	23	13	6	2	0	0	4	38	42	33	48
The ability to find medical services for your family	46	23	53	35	59	13	27	13	10	4	8	0	6	38	42	33	48
Level of income	35	42	60	38	60	27	15	7	10	0	0	0	4	38	42	33	48
Level of taxation	35	19	33	23	61	23	38	27	21	4	0	7	8	38	42	33	48
Cost of living	29	23	33	29	54	23	19	33	17	10	15	0	6	38	42	33	48
The ability to find the house you want	25	42	53	35	28	29	8	13	10	8	8	0	6	38	42	33	48

[Mattes & Richmond refer to all overseas countries]

The fact that not all respondents to the questionnaire had moved to Australia could account for 37.5% of non-responses to this question (Table 4.6). In terms of pull factors South Africans had high levels of satisfaction with safety and security (58%), upkeep of public amenities (58%), customer service (58%), prospects for professional advancement (52%), and availability of affordable/quality products (52%), job security (52%), and the ability to find good schools for children (52%). What is important to consider is that skilled South Africans are finding greater satisfaction levels in job-related items in Australia in comparison to South Africa. With talent being a potential source of competitive advantage, it is interesting to note that people were more positive about working in Australia, which has an impact on attracting, retaining and developing skilled workers in South Africa.

The international perspective across all countries shows that satisfaction levels are more diverse across the categories in comparison to South African responses. Philippine respondents rated Australia higher than South Africans in regard to level of income (60%) and the ability to find a good school for children (60%). The UK had lower satisfaction levels with the highest being level of income (42%), ability to find the house they wanted (42%) and prospects for professional development (38%). Respondents from all the other countries collectively had lower satisfaction rates than South Africans with job satisfaction (42%), upkeep of public amenities (40%), professional development (40%) and customer service (40%) rated the highest. The international perspective across all countries indicates that satisfaction levels were more diverse across the categories with the upkeep of public

amenities, customer service, taxation and cost of living appearing higher than safety and security.

The majority of South African immigrants appeared to be satisfied with the quality of life in Australia. The results indicate that the factors that contribute to the greatest dissatisfaction regarding quality of life in South Africa (Table 4.5) were being satisfied in Australia.

The responses by South Africans in this study are similar to those in the study by Mattes and Richmond (2000:18) who found that a large number of respondents felt that conditions were better abroad, especially in regard to safety and security, upkeep of public amenities, customer service, levels of taxation, schools, health care and future prospects for children. The respondents in the Mattes and Richmond study had not yet moved overseas and this is an indication of how much better they perceived countries overseas to be. Their views were therefore not limited to Australia.

Table 4.7: Reasons for leaving

REASON FOR LEAVING	RANK				
	SA	UK	PHILIPPINES	OTHER	HULME STUDY
Improved safety and security	1	3	4	5	3
Better future for children	2	1	1	3	4
No confidence in the future of your country of origin	3	5	6	6	5
Government's affirmative action policy	4	11	5	7	6
Deterioration in social services	5	9	9	11	7
Decline in your quality of life	6	6	7	4	8
Decline in living standards	7	7	12	10	10
Higher earnings potential	8	2	2	2	2
Prospect for professional advancement	9	4	3	1	1
Lower taxation rates	10	12	8	12	9
Travel opportunities	11	8	11	9	Response to open-ended question
Exposure to different cultures	12	10	10	8	Response to open-ended question

Section E of the survey supplied respondents with 12 considerations for leaving their country of origin and then requested to rank them in order of preference. The results of the South Africa respondents are shown in Table 4.7 above. For comparison purposes this table includes the results of the UK, the Philippines and all other countries. The considerations supplied in the questionnaire were based on the study of Hulme (2002:14). Two responses to open-ended questions from the Hulme study were added to the list of considerations.

Respondents ranked safety and security as the number one reason for leaving, followed by a better future for children, no confidence in the future of South Africa, government's affirmative action policy and a deterioration in social services. All the top-ranked items relate to factors controlled by government policy.

The top two reasons for leaving the UK and the Philippines were the same, namely a better future for children (ranked second by South African respondents) and higher earnings potential (ranked eighth by South African respondents). Respondents from all other countries ranked prospect for professional advancement first (ranked eighth by South African respondents) and higher earnings potential second. It is interesting to note that both respondents in the Hulme (2002) study and international respondents ranked earnings potential and prospects for professional development more highly than their South African counterparts. This is still an important point as these form part of the drivers of engagement as indicated by Cheese *et al.* (2008:163). The highest-ranked item by South African respondents, safety and security, was ranked third by UK respondents, fourth by Philippine respondents and fifth by those from all other countries. Table 4.7 shows that South Africans are leaving for different reasons than their international counterparts.

South Africans are clearly being pushed by fears relating to safety and security as is evident from Table 4.7 where safety and security is ranked as the main reason for leaving. Similarly, Table 4.5 shows that respondents were most dissatisfied with safety and security when questioned on quality of life in South Africa, making it a big push factor. Table 4.6 shows that respondents were satisfied with safety and security in Australia, making it a big pull factor.

The results of the study differed from those of Hulme (2002:14), with the two top-ranked items, prospects for professional advancement and higher earning potential, moving from

rank 1 and 2 to 9 and 8 respectively in the current study. Items in the top half of the current study relate to conditions generally maintained by the government with items in the lower half relating more to personal conditions and opportunities. This differs from the findings in the study by Hulme (2002:14) where prospect for professional development was ranked as number 1. The results as displayed in Table 4.7 are, however, consistent with the findings shown in Table 4.5, which measured the satisfaction levels of skilled South Africans with South Africa, which is important for talent, especially as part of competitive advantage.

Table 4.8: Reason for leaving: Responses to open-ended questions for all countries

Country of origin	REASON FOR LEAVING: OPEN-ENDED QUESTIONS
South Africa	<ol style="list-style-type: none"> 1. For the adventure 2. BEE and BBBEE (i.e. Black Economic Empowerment and Broad-Based Black Economic Empowerment). Restrictions to doing business if you are a white male!
Philippines	<ol style="list-style-type: none"> 1. Corrupt government
UK	<ol style="list-style-type: none"> 1. Needed a change and a new start 2. Family connections, better culture, better climate, better standards, customer service etc., quality of life, stronger economy 3. Better climate, family, better lifestyle 4. Better weather 5. Moving to Australia to be with children and grandchildren

Section E of the survey also allowed for respondents to add further considerations as a response to an open-ended question about leaving their country of origin. The open-ended responses from all countries including South Africa are shown in Table 4.8 above. The South Africa responses were limited to two, one being adventure and the other directed at BEE and BBBEE, with only one Philippine response to an open-ended question listing corrupt government, and five responses from UK respondents (Table 4.8).

4.3.2 Retention of talent

This section relates to the second part of the research question and for ease of reference it is revisited:

What recommendations can be made to role players to stem the emigration tide and for organisations to manage their talent more effectively?

From the reviewed literature a link was found between retention in enterprises and the emigration of skilled professionals (Hall, 2005; Masibigiri & Nienaber, 2011; Axelrod *et al.*, 2001). In view of the link between emigration and talent management it is in the interest of South African businesses to understand the internal and external factors that push and/or pull skilled individuals and affect retention.

Table 4.9: Factors that would draw respondents back to their country of origin (%)

FACTORS THAT WOULD DRAW RESPONDENTS BACK	South Africa	UK	Philippines	All other countries	Mattes & Richmond study
Improvement in safety and security	69	12	27	23	25
Improved government	60	15	40	23	3
Family roots	48	27	53	50	15
Good schools/job security	48	15	33	29	6
Future of children in the country	44	19	33	25	7
Climate/weather/natural endowments	35	12	20	23	5
Patriotism	17	19	13	31	3

Section B of the survey supplied respondents with factors that would draw them back to their country of origin. The results of this part of the survey are shown in Table 4.9. South Africans indicated that the factor that would draw them back the most would be improved safety and security, followed by improved government, family roots and good jobs/schools. Climate and patriotism were the two factors that were rated lowest.

The results from the UK, the Philippines and all other countries indicated that the respondents would be drawn back most by family roots, with some similarity in regard to improvements in the future for their children in their country of origin.

As shown in Table 4.9, South Africans indicated that improvements in safety and security would be the biggest factor to draw them back to South Africa. Safety and security features highly throughout the results, as seen in Table 4.5 and Table 4.6 with respondents being satisfied with safety and security in Australia. South African respondents were clearly being pushed by fears relating to safety and security. This is reinforced by the results shown in Table 4.7, where safety and security is ranked as the top reason for leaving. It is evident from the results that there is nothing that individual employers can do about this matter and that any solution would require a collective approach.

Mattes and Richmond (2000:20) surveyed respondents on factors that retained them in South Africa; that is, the most important factor that would cause them to stay. Safety and security was the most highly ranked item followed by the future of children and good schools/job security, with the lowest being improved government and patriotism.

According to Odendaal *et al.* (2003:131) Maslow's hierarchy of needs implies that all people have five inherent needs, with each level being satisfied before the next need can be adequately motivated. Lower-order needs are generally satisfied externally and higher-order needs internally. In general, people will satisfy their lower-order needs before their higher-order needs. Maslow's hierarchy of needs is as follows:

- Physiological – basic needs required to survive, such as eating and drinking
- Safety – being secure from physical and emotional harm
- Social – e.g. being accepted and having friends
- Esteem – e.g. attaining status, recognition and achievement
- Self-actualisation – e.g. achieving one's potential, being self-fulfilled

The results show throughout that safety and security is ranked as the need that is not being satisfied in South Africa. Being a lower-order need, it would have to be satisfied before an individual would be motivated to concentrate on a higher-order need. There is thus less motivation to pursue the higher-order needs until this particular lower-order need is satisfied.

Table 4.10: Factors that would draw respondents back to their country of origin: Responses to open-ended questions for all countries.

Country of origin	Factors that would draw respondents back
South Africa	<ol style="list-style-type: none"> 1. Cancellation of AA/BBBEE. Removal of corruption in government. Government/politicians upholding South Africa's constitution and Nelson Mandela's legacy. Improvement in Education for ALL. Enforced tax for ALL 2. End to affirmative action (Black favouritism by law when applying for employment or promotion). End of BEE (Black Economic Empowerment) and Employment Equity when trying to conduct business 3. Once I migrate, I will never return. Even if I am not content with Australia, I will find another country besides RSA to go to. 4. Proper public transport system 5. When all South Africans are treated equal and not affected by AA (affirmative action). I have had 120 students in my apprentice school and not one of them was a white student. No matter how right I'm for the next higher job, I'm told "Sorry, you are white!" And, when they scrap the BEE culture too. 6. There is no future for a white person in SA. All the jobs first go to the black masses. Violent crime is totally out of control, as is HIV/AIDS and corruption. Why live in fear of one's safety and security – I have the future of my children to think about.
UK	<ol style="list-style-type: none"> 1. If I was offered a better career which benefited my family, I would consider going back.
Philippines	<ol style="list-style-type: none"> 1. More jobs
Afghanistan	<ol style="list-style-type: none"> 1. In Afghanistan security is not good and we have some family problem also and I love Australia.
Botswana	<ol style="list-style-type: none"> 1. Looking at participating in the academic life in Australia while I live
Germany	<ol style="list-style-type: none"> 1. Once settled down in Australia there will probably be no intention to go back.
Kenya	<ol style="list-style-type: none"> 1. Since I have not left the country, when I leave I will come back to come and change the livelihood of my community by imparting new knowledge and ideas, to change their poor lifestyle.
Liberia	<ol style="list-style-type: none"> 1. Each time there is election in Liberia, there will be misunderstanding and plenty people will loss their life. I lost my dad and mom in that same process. I don't want to loss my life too like my father and mother.

In section B respondents were allowed to add further factors that would draw them back to their country of origin as responses to open-ended questions. The open-ended responses from all countries including South Africa are shown in Table 4.10 above.

The responses to open-ended questions from South Africans had a common theme relating to bad governance and government’s affirmative action and black employment equity policies and corruption, as well as the need for improvement in public transport, safety and security,, the future of children and the HIV/AIDS situation.

In comparison there was only one response to the open-ended questions from the UK respondents and one from the Philippines. Both of these relate to careers and professional advancement, which are job-related factors. Respondents from other countries gave a variety of reasons with one from Kenya implying brain circulation, which is positive for that country.

Table 4.11: When do respondents plan to return? (%)

WHEN DO RESPONDENTS PLAN TO RETURN?	South Africa	UK	Philippines	All other countries	Hulme study	Mattes & Richmond study
Within the next year	0.00	0	0	2.08	10.07	3
Within the next two years	4.17	0	6.67	2.08	9.01	8
In the next five years	0.00	0	20.00	2.08	12.72	14
In the next ten years	0.00	7.69	0.00	4.17	17.49	71 (>5 years)
In the next twenty years	0.00	3.85	0.00	2.08	3.71	
Do not intend to return	43.75	19.23	6.67	10.42	35	
Undecided	10.42	23.08	26.67	25.00	12	4
No response	41.67	46.15	40.00	52.08		

Section F of the questionnaire examined the respondents’ intentions in terms of returning to South Africa and the results are shown in Table 4.11 above. Only 4.17% of South African respondents indicated they would return within two years, with 43% indicating that they had no intention to return. Forty-two per cent did not supply a response and only 10% were unsure as to whether to return or not. According to the Australian Government Department of Immigration and Citizenship (2010a:2), there was a marked increase in South African-born skilled individuals who immigrated to Australia, from 6 011 in 2007–2008 to 9 997 in 2008–2009, which constitutes a rise of 66.3%.

None of the respondents from the UK indicated that they would return within two years, while 6.67% of the respondents from the Philippines and 4% from all the other countries indicated that they would return within this time. It is interesting to note, by way of comparison, that while almost 44% of South African respondents indicated that they had no intention to return, only 19% from the UK, 27% from the Philippines and 25% from all other countries indicated that they would not return to their country of origin. Based on this survey alone it shows that South Africans are less likely to have an intention to return than their international counterparts.

Previous studies by Hulme (2002:14) and Mattes and Richmond (2000:16) explored the intentions of respondents in terms of their intended time of residence and when they planned to return to South Africa. The United Nations considers any stay that is longer than two years as migration (Hulme, 2002:14). The Australian Government Department of Immigration and Citizenship (2010b:9) reports that South Africans are ranked the fifth lowest of all returning nationalities to return to their home country, thus indicating that South African emigrants are very unlikely to return. This finding would seem to be reinforced by the results of this study, namely that 44% of South Africans have no intention of ever returning to South Africa. The results of this study would imply that the skills loss to South Africa is permanent, in comparison with Hulme's (2002:15) study that indicated that the majority would return within 10 years. Hulme's finding is consistent with that of Mattes and Richmond (2000:16), namely that only 1 in 10 would not return.

Table 4.12: Respondents involved in continuing professional education (%)

INVOLVED IN CPE	SA	UK	PHILIPPINES	OTHER	HULME
No response	23	31	27	23	
Yes	19	4	0	29	46
No	58	65	73	48	

In section B of the survey respondents were also questioned on their continuing professional education (CPE). As shown in Table 4.12, 58% of the South Africans were not involved in CPE, with only 19% involved in this form of education and 23% not responding. Four per cent of the UK respondents, 29% from all the other countries and 0% from the Philippines were engaged in CPE.

In questioning respondents on their involvement in CPE, Hulme (2000:15) approached the issue from two perspectives: (1) returnees could be seen as contributing to the brain gain if additional qualifications were obtained abroad and then brought back into the economy, and (2) if respondents had converted their qualifications it would suggest that they intended to stay in the country where the qualification was obtained. Just under half (46%) of the chartered accountants in Hulme’s study (2000:15) indicated that they were involved in CPE.

Only 19% of South African respondents in this study indicated that they were involved in CPE. It is a limitation of the question that it did not include those that had already completed CPE or those that still intended to engage in CPE. However, a large number were clearly still committed to continuing their professional education in Australia.

Table 4.13: Respondents’ termination of investments, life policies and sale of properties in their country of origin (%)

	South Africa			UK			Philippines			All other countries			Hulme study	Mattes & Richmond study
	NO RESPONSE	YES	NO	NO RESPONSE	YES	NO	NO RESPONSE	YES	NO	NO RESPONSE	YES	NO	YES	WILLING/VERY WILLING
Sold all properties in country of origin	17	60	23	31	15	54	27	7	67	25	17	58	38	81
Transferred/cancelled savings and investments in country of origin	17	54	29	31	19	50	27	7	67	25	27	48	42	89
Terminated life insurance policy in country of origin	17	48	35	31	15	54	27	7	67	27	15	58	31	84

As shown in Table 4.13, a high percentage of South Africans terminated life policies and investments in South Africa. This indicates a permanent move by the respondents. Only around one third or less retained or did not cancel life policies, savings and investments in South Africa.

The responses from international counterparts reveal a different picture, as shown in Table 4.13. Less than 20% of UK respondents, 7% of Philippine respondents and 27% or less of respondents from all other countries cancelled or did not retain life policies, savings and investments in their country of origin. This could indicate that they were less likely to make a permanent move and may maintain ties with their countries of origin.

An individual's willingness to relinquish investments and life policies in their country of origin is indicative of a permanent move (Hulme, 2002:15; Mattes & Richmond, 2000:16). With only around one third of South Africans surveyed retaining ties through retention of life policies and investments, this would suggest that a substantial number of the South Africans who moved to Australia would be doing so permanently.

4.4 CONCLUSION

The demographic profile of the respondents showed it to be male dominated and predominantly in the 35–49 age category (Generation X). South African respondents were questioned on the satisfaction levels with quality of life factors in South Africa. The factors that they were most dissatisfied with were safety and security, upkeep of public amenities, customer service and taxation. Respondents also ranked safety and security as the number one reason for leaving South Africa, followed by a better future for children and no confidence in the future of South Africa. In contrast, South African migrants had high levels of satisfaction with safety and security, upkeep of public amenities and customer service in Australia.

On being questioned on factors that would draw them back to South Africa, respondents indicated that improvements in safety and security and government would be the biggest draw card, followed by family roots and good jobs and good schools. Open-ended questions allowed further factors to be added, which elicited a common theme relating to bad governance and government's affirmative action and black employment equity policies.

Maslow's hierarchy of needs implies that lower-order needs must be satisfied before an individual will be motivated to satisfy higher-order needs. Safety is a lower-order need that is not being satisfied in South Africa, but is being satisfied in Australia. Thus there is a push

from South Africa and a pull towards Australia in this regard, which allows skilled individuals to have lower-order needs satisfied and to pursue higher-order needs.

The literature that was reviewed indicated that if skilled professionals return with new-found skills and knowledge it would not constitute a brain drain but rather brain circulation; however, the results of this study indicate that 43% of respondents had no intention to return, 42% did not supply a response, and only 10% were undecided as to whether to return or not. With increasing numbers of skilled South Africans immigrating to Australia, it is therefore suggested that effective strategies be developed to attract, retain and develop talent within South Africa.

The results of this study indicate that to retain or attract talent back to South Africa there would need to be improvements in safety and security, government, schools and career opportunities.

The next chapter, which concludes the project, provides a summary of the research results, followed by recommendations, limitations and suggested areas for future research.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter provides conclusions from the research. These are followed by recommendations relating to the research question, the limitations of the current study and suggested areas for future research.

The survey elicited responses from individuals from 40 different countries of origin, with the three highest numbers of respondents originating from South Africa (32%), the United Kingdom (17%) and the Philippines (10%). Six per cent of the respondents did not indicate their country of origin.

5.2 CONCLUSIONS

To conclude the study, it is imperative to revisit the research question for comparison and interpretation purposes. The question, which was comprised of three parts, was formulated as follows:

- 5.2.1 Why do so many skilled South Africans migrate to Australia?
- 5.2.2 What are the push and/or pull factors that lead to the outflow of skills from South Africa organisations to other countries?
- 5.2.3 What recommendations can be made to role players to stem the emigration tide and for organisations to manage their talent more effectively?

In the study the profile of migrants was examined to determine whether those that were leaving could be considered to be skilled, as the research question refers to skilled South Africans. It was found that the majority of respondents were in the 35–49 age category, who according to Mattes and Richmond (2000:12) make up the majority of the skilled population. Waller (2006:9) supports this view by indicating that at the age of 34 individuals have gained significant qualifications and experience, making them increasingly valuable to organisations. This is a shift from the study by Hulme (2002:15) whose respondents were mainly in the

under-35 age category; however, a similarity in both the current and the Hulme (2002) study is that the majority of respondents were from Generation X. The definition of 'skilled' is not constant, according to Bailey (2003:236), who suggests that the definition in terms of migration changes over time, and is determined according to the type of skills and where they are required.

The educational level of respondents further indicated that this study captured skilled individuals, with 67% having qualifications that require three or more years' study, with another 17% having some form of tertiary qualification.

The implication for organisations is that not only are they losing skilled individuals, but they are losing them at their prime as these individuals are knowledge repositories which could be a source of competitive advantage through their wealth-creating capacity. Organisations also contribute to the country's wealth-creating capacity and the loss of these individuals could have an impact on the country's economy, which in turn could have an effect on business. There would appear to be a symbiotic relationship and a common interest between the government and the private sector to contain skills loss.

The next element of the research question relates to emigration and thus a permanent move. If skilled individuals returned with new-found skills, then this would benefit both the receiving organisation and South Africa as a country through wealth creation. Thus skills loss would imply that individuals would be moving permanently from South Africa. The study found that 43% of respondents indicated that they had no intention to return, 42% did not indicate their intention and 10% were undecided. The majority of respondents had terminated life policies and investments in South Africa. This indicates that they were moving permanently. Respondents in the over-35 category would possibly be more likely to have families and may not want to disrupt their families and careers unnecessarily and so any move could be a permanent move. This has a further implication in that they take their families with them and potential future skills are thus also leaving. This indication regarding permanent skills loss is supported by a report released by the Australian Government Department of Immigration and Citizenship (2010b:9), which shows that South Africans are one of the least likely nationalities to return to their home country, with South Africans being the fifth lowest of all returning migrants.

In terms of the research question the first objective was to determine the (push and/or pull) factors which led to the emigration of skilled South Africans to Australia. To ascertain the push factors the population was surveyed on their levels of satisfaction in their country of origin. South Africans were found to be most dissatisfied with safety and security, upkeep of public amenities, customer service and taxation. Mattes and Richmond (2000:18) found that highly mobile people will emigrate if they are unsatisfied with government policy. There is a global skills shortage and due to employee mobility they are able to use any opportunity that presents itself.

Respondents were also asked to rank their reasons for leaving South Africa and the findings were very similar to those that emanated from the questions relating to quality of life. The respondents indicated that they were in search of improved safety and security, a better future for their children and had no confidence in the South African government. Responses to this open-ended question revealed that they were dissatisfied with government policies such as BEE, BBBEE and AA. Mattes and Richmond (2000:11) listed factors leading to emigration as documented by analysts, with the major factors named as a lack of safety and security, poor economic conditions and poor social services. These factors, which relate to government services, are similar to those found in this current study.

The results indicate that the need for *safety*, not only for the respondents but also for their families, was not being satisfied in South Africa. This lower-order need is generally satisfied externally and will need to be satisfied before individuals will be adequately motivated to satisfy higher-order needs (Odendaal *et al.*, 2003:131). The most basic need of all, *physiological* need, may also not be satisfied if individuals are unable to find work. High unemployment rates and government policies such as BEE and AA could affect an individual's ability to find suitable employment and thus his or her capacity to satisfy their most basic needs, which relate to survival.

In contrast, there was a high perception amongst respondents that there would be an improvement in their quality of life in terms of these factors if they moved to Australia. In determining pull factors towards Australia, respondents were found to be more satisfied with all the listed factors in Australia in regard to quality of life. Skilled individuals who have the need for safety satisfied in Australia appeared to be motivated to satisfy higher-order needs such as *social*, *esteem* and *self-actualisation*. The drive to have the need for *safety* and

physiological factors satisfied is clearly evident in the fact that respondents were prepared to leave family and friends, who fulfilled part of their *social* needs, behind in South Africa. Thus the motivation to satisfy the lower-order need seems to have overridden their need for social acceptance and interaction.

The second part of the research question relates to the stemming of the emigration tide. Skilled individuals may be drawn to new professional challenges internationally and when this stimulation slows, they may return home to pursue opportunities at home that are more stimulating, with the added benefit of being back with their own culture and with family, friends and a familiar environment (Hall, 2005:940). When such individuals return with new-found skills it would amount to a skills gain for South Africa (Hulme, 2002:14). To establish what would draw South Africans back to the country, respondents were questioned in this regard. The results of the survey have highlighted two factors with regard to drawing migrants back and potentially retaining skilled individuals. These are improvements in safety and security, and an improved government. Recommendations to role players to stem the emigration tide and for organisations to manage their talent more effectively in this regard are provided in section 5.3.

In general, governments are responsible for satisfying lower-order needs such as *physiological* and *safety* needs. Skilled individuals are highly mobile and are in demand in countries where these basic needs can be satisfied. It is therefore safe to surmise that if highly skilled people cannot have their basic needs satisfied in one environment and they are able to have those needs satisfied in another environment, then they may move to satisfy those needs.

Although the results of this study are limited, they may indicate that more skilled professionals are leaving and are not intent on returning to South Africa. The one positive aspect of emigration is the potential for brain circulation; however, it would appear that respondents have no intention of returning and thus that there would be a greater move towards a brain drain. The results indicate that the country may be losing some of its greatest minds in their prime to countries such as Australia.

The private sector in South Africa is dependent on the South African government to satisfy workers' basic needs and cannot aspire to motivating workers to achieve higher-order needs such as esteem and self-actualisation unless the previously mentioned lower-order needs are

satisfied. There would appear to be an inherent need for the government and the private sector to partner in South Africa to improve lower-order needs such as *physiological* and *safety* needs. If this partnership could deliver results, South African businesses could attract, retain and develop best in class individuals who could have a positive impact on the South African economy through their ability to create wealth.

5.3 RECOMMENDATIONS

The last part of the research question asks what recommendations could be made to role players to stem the emigration tide. Part of the objectives of this study was to propose strategies for role players based on the factors resulting in emigration. Finally, this part of the research question focuses on what recommendations could be made to organisations to manage their talent more effectively.

Since talent management is an important source of competitive advantage (Axelrod *et al.*, 2001:10) it is imperative that business attract, retain and develop best in class individuals who contribute substantially to the economy.

The literature that was reviewed shows that businesses in South Africa are complacent with talent management, with only one in every two organisations having some measures in place (Nienaber & Oosthuizen, 2010:41). The South Africa government is no longer measuring the number of migrants leaving South Africa, the last information on departing South Africans having been gathered in February 2004 (Stats SA, 2009b:3.6). There has thus been complacency on the part of both business and the government to retain talent. In an increasingly globalised environment it is becoming easier for skilled individuals to move.

The question is: How do the government and business act to attract, develop and retain talent within South Africa, and how can the present situation be improved?

Based on the literature and the results of this study, three possible steps to improve the present situation in South Africa are recommended and briefly discussed below.

5.3.1 Skills training (Develop)

Waller (2006:1) suggests that South Africa should invest heavily in skills development and training to fill skills gaps and that income for individuals should be adjusted to make salaries internationally competitive. South Africa has made a move in the right direction with the R21.9B National Skills Development Strategy that was envisaged to run from 2005 to 2010. The question is whether this is enough to fill the skills gap. According to Borat *et al.* (2002:19), South Africa is not producing enough graduates to close the gap, so perhaps the possibility of encouraging foreign students to stay and invest after they have completed their studies should be explored. The greatest problem with foreign students, however, is that they may not make a permanent move to South Africa (Waller, 2006:5).

Both government and business need to make South Africa more attractive, not only to international students, but to South African students as well, in an attempt to create a sustainable future. Since funding is often a barrier to education, it is suggested that government and business in partnership should look towards greater funding opportunities with schemes to ensure that they derive a return through graduate placement in public and private enterprise.

5.3.2 Attract

Bhorat *et al.* (2002:23) recommend recruiting skilled professionals from other parts of the world to balance skills shortages. To achieve this objective they would need to make South Africa appear attractive and create favourable conditions. Myburgh (2002:23) believes the government should be looking more closely at retaining and attracting expatriates back to South Africa. To accomplish this objective, South Africa needs to be competitive on an international scale through the improvement of living conditions, stimulation of economic growth and facilitation of skilled labour absorption into the economy, a sentiment emphasised by Hulme (2002:17).

Initiatives such as the Homecoming Revolution and the Come Home Campaign concentrate on the success stories of the country (Waller, 2006:14-15). These initiatives will, however, not prevent skilled individuals and their families from leaving since they only concentrate on trying to bring expatriates home.

Results of the survey show clearly that the country needs to bring crime and violence under control as this factor has overwhelmingly been indicated as the biggest driver of talent out of the country and it is listed as the most important factor that needs to improve before expatriates will return. The next in importance is service delivery and socioeconomic factors to which a political solution is required.

As Masibigiri and Nienaber (2011:2) point out, the irony is that skills shortages place higher demands on service delivery, a challenge that is compounded through policies like AA, which creates an ever larger skills gap in view of the scarcity of adequate candidates. To improve service delivery, the private and public sectors need to attract skilled individuals to fill gaps at all hierarchical levels. South African business and the government need to build stronger relationships through the chamber of business and the like to create a climate that is conducive to attracting skilled individuals. The government also needs to establish policies to reduce crime and violence and review highly contentious policies such as BBBEE, BEE and AA to make the country as attractive as possible. If professionals could be attracted and retained, the whole of South Africa could benefit through economic stimulation.

The results shown in Table 4.9 clearly indicate that South Africans would be drawn back by improvements in safety and security as well as in government. Responses to open-ended questions (Table 4.10) show that skilled individuals would be drawn back through improvements to public transport, safety and security, corruption, future of children and HIV/AIDS. These improvements need to be brought about by government to enable the satisfaction of lower order-needs in South Africa.

It is recommended that government and business form consultative forums whereby they can clearly determine what has to be done to resolve issues. To achieve this they would need to be able to create and maintain conditions that are on par with what skilled individuals are being offered internationally. These initiatives could occur via partnerships such as Business against Crime and through greater co-operation between insurance companies and the police; for example to assist with resources and expertise.

There needs to be further investigation into government policies such as BEE, BBBEE and AA that may be affecting the availability of best in class individuals, to determine whether these policies are detrimental to the South African economy. It is also suggested that research

be done into how individuals from disadvantaged backgrounds could be developed to increase the skills pool. Organisations could also utilise their international networks to provide their workers with international opportunities so that they could return to the country with new skills and experience, thus achieving brain circulation. International exposure also allows workers to travel and experience other cultures with secured employment, thus providing workers with an incentive to remain with those organisations.

It is also recommended that as improvements are made, strategies should be developed to keep South Africans abroad informed of changes and to make them aware of conditions that will motivate them to return. Such strategies could be supported via professional organisations such as SAICA. This would further need to be supported by real change in South Africa, as most emigrants have well-developed networks with South Africa and anything short of the truth may have no effect at all.

5.3.3 Retain

Skills loss is an important economic factor and it could slow growth and the levels of direct foreign investment, which could lead to underdevelopment and poverty (Blankley, 2003). Accounting professionals are difficult to retain and are in high demand around the globe with South Africa expected to experience a deficit of 35% by 2018 (EE Research Focus, 2008:2).

Another problem with South African business is that they do not want to train candidates and expect to hire trained people with relevant experience, thus creating a very rigid labour market. Those that have received training within South Africa's advanced education system are easily transferable and highly valued in first world nations; with no policies in place in South Africa to get the skills back (Crush, 2002). This situation is aggravated by the fact that there is an excess of unskilled labour at the bottom of the ladder and a lack of skilled professionals at the top, thus creating a crisis in the labour market (Bhorat *et al.*, 2002:6).

It is therefore imperative for South African business to retain talent to achieve and maintain competitive advantage. Loss of skilled individuals to other countries has numerous consequences for the South Africa economy and for South African businesses. It not only diminishes South African business operational effectiveness, but it has a direct impact on its competitive advantage to compete internationally in an ever-increasing global environment.

Talent can only be retained if individuals' needs are being satisfied adequately in their existing environment. Government should ensure that lower-order needs are satisfied through policies that stimulate growth, lower unemployment and a reduction in crime. Once these lower-order needs are satisfied, business can assist individuals in attaining higher-order needs such as esteem and self-actualisation through effective talent management. Government and the private sector need to create a highly attractive working environment. Not only will this retain talent, but it may have the added advantage of attracting international candidates, thus ensuring global competitiveness of skilled roles and ensuring competitive advantage for South African businesses.

5.4 LIMITATIONS

The survey was distributed to the client base of an Australian immigration agent via the agent for privacy reasons. Consequently, the survey was distributed to not only South African clients but to all the agent's clients across the world. The results of this study are thus limited and may hold true for this study only. It is also important to highlight that this study concentrated on skilled individuals moving to Australia and may not hold true for individuals moving to other countries.

The immigration agent also revealed that individuals were suspicious of the survey and were worried that their current employers and more specifically the government and its agencies such as the South African Revenue Service would then be aware of their intentions. This, coupled with the fact that not all respondents had yet moved to Australia, could have contributed to the low response rate and some surveys being incomplete.

Since not all the respondents had already moved to Australia, questions relating to a comparison with conditions in Australia only related to these respondents' perception of conditions in Australia and not their actual experience of those conditions. It does, however, still explain respondents' motivations to leave South Africa and can, in a limited way, add value to this study.

Description was used to communicate the results of this study and there may have been a different result had there been a higher response rate. The survey also mainly made use of closed-ended questions and although there were some open-ended questions, this fact may

have limited the respondents' responses. Due to time and financial constraints there was no opportunity to personally interview respondents to eliminate any misinterpretation of questions or to explore in further detail their motivation to leave South Africa.

Maslow's hierarchy of needs model was integrated into this study in regard to the motivation of individuals to satisfy their needs. Since the theory is not conclusive and there are other theories relating to the motivation of individuals and their needs, the use of a single theory limits the study.

5.5 FUTURE RESEARCH

Only Maslow's hierarchy of needs model was utilised during this project and other suitable frameworks regarding needs (other theories) could be examined to determine if the needs of South Africans are being met.

The study was limited and to provide more valid and reliable results, interviews could be done with a wider group of people, in other words, not only people who have moved to Australia but also to other popular destinations for highly skilled individuals. This could be done to obtain more in-depth information on reasons why they decided to leave and what would draw them back to South Africa or retain them in this country.

Through the current study it was established that the target population was suspicious that their identities would be revealed to governmental agencies such as SARS. Any future study would need to try to eliminate any suspicion of this kind and to re-assure the population of their anonymity and the integrity of the study. This would possibly increase the response rate and the level of information that respondents may be prepared to reveal.

It is suggested that an investigation could be conducted into the willingness of the government to partner with the private sector and vice versa to resolve talent management and emigration issues. Statistics should also be maintained by the government of all South African emigration and immigration, and these statistics should be analysed on a regular basis to determine trends and push and/or pull factors as they arise. Such an approach would contribute to developing a proactive rather than a reactive approach to migration. The

government should also maintain statistics on tertiary students' intentions to stay or move from South Africa and their motivations to do so.

Returning émigrés could be interviewed to determine their motivations to move and what motivated them to return to South Africa. The results could provide insight into preparing strategies to attract skilled individuals back to South Africa.

Safety was consistently found to be the number one push and pull factor in regard to emigration. According to Maslow's hierarchy of needs model, safety is a basic need that requires satisfaction before an individual will be motivated to satisfy any higher-order needs. It is suggested that research be done into the exact safety issues and concerns of skilled individuals in an attempt to find measures to resolve these issues. This could be done in partnership with the government and the private sector to find real solutions that would satisfy individuals' needs.

5.6 CONCLUSION

Talent management is a source of competitive advantage and a driver of economic performance. It is an integral part of any organisation's strategy. For South Africa as a country, and South African business to prosper, organisations need to attract, develop and retain talent. Loss of skilled professionals not only has an impact on the competitive advantage of an organisation, but could negatively affect the South African economy.

This study was aimed at determining which factors led to the emigration of skilled South Africans to Australia and once these factors had been determined to propose retention strategies to role players to stem the tide.

The results of the study show that it was primarily members of Generation X that were emigrating and that the factors that were pushing them were safety and security, upkeep of public amenities, customer service and taxation. Respondents indicated that improvements in safety and security and government may draw them back. Government policies such as BEE, BBBEE and AA, which have an impact on employment potential for skilled individuals who are affected by these policies, also featured.

The factors that featured most prominently, namely physiological (unable to find employment) and safety (fear for personal and family's safety), fall mainly within the lower-order needs of Maslow's hierarchy of needs model. These needs are being satisfied in countries like Australia where individuals are motivated to pursue higher-order needs such as esteem and self-actualisation.

Although the study was limited in nature, it has identified the need for the government and the private sector to form a partnership to attract, retain and develop best in class individuals.

REFERENCES

- Ajam, K. & Comins, L. 2011. *Scared citizens told to shut up – or pack up*. Independent Online. 25 June 2011. [online]. Available from <http://www.iol.co.za/news/south-africa/gauteng/scared-citizens-told-to-shut-up-or-pack-up-1.1088648> [Accessed 17 July 2011].
- Australian Government Department of Immigration and Citizenship. 2010a. *Country profile: South Africa*. [online]. Belconnen: Department of Immigration and Citizenship. Available from http://www.immi.gov.au/media/statistics/country-profiles/_pdf/south-africa.pdf [Accessed 7 November 2010].
- Australian Government Department of Immigration and Citizenship. 2010b. *Population flows: immigration aspects 2008–09*. [online]. Belconnen: Department of Immigration and Citizenship. Available from <http://www.immi.gov.au/media/publications/statistics/popflows2008-09/> [Accessed 7 November 2010].
- Australian Government Department of Immigration and Citizenship. 2010c. *Migration agent statistics April – June 2010*. [online]. Belconnen: Department of Immigration and Citizenship. Available from <http://www.immi.gov.au/media/statistics/pdf/migration-agent-stats-apr-jun-2010.pdf> [Accessed 7 November 2010].
- Axelrod, B., Handfield-Jones, H. & Michaels, E. 2001. *The war for talent*. Boston, Mass: Harvard Business School Press.
- Bailey, T. 2003. Skills migration, *HRD Review 2003*, 234–255.
- Bhorat, H., Meyer, J.B. & Mlatsheni, C. 2002. Skilled Labour Migration from Developing Countries: Study on South and Southern Africa, *International Migration Papers*, **52**.
- Blankley, W. 2003. *Brain circulation – a workable answer to brain drain?* HSRC. Statement during public consultation of the Immigration Advisory Board: August 2003.

Brown, M., Kaplan, D. & Meyer, J.B. 2000. The brain drain: an outline of skilled emigration from South Africa, *Africa Insight*, **30(2)**: 41–47.

Cappelli, P. 2008. *Talent on demand: Managing talent in the age of uncertainty*. Boston: Harvard Business Press.

Cascio, W.F. 1998. *Managing human resources: productivity, quality of work, life, profits*. (5th ed., International ed.). Boston: Irwin McGraw-Hill.

Chappell, L. & Glennie, A. 2010. Show me the money (and opportunity): why skilled people leave home — and why they sometimes return. [online]. Available from http://www.migration4development.org/sites/m4d.emakina-eu.net/files/Show_Me_the_Money.pdf [accessed 25 July 2011].

Cheese, P., Thomas, R.J. & Craig, E. 2008. *The talent powered organisation: Strategies for globalisation, talent management and high performance*. London: Kogan Press Limited.

Cheney, V. & Nienaber, H. 2009. Exploring HR perspectives on succession planning as retention aid for engineering professionals: the case of SADRI in 2007/08', *Journal of Contemporary Management*, **6**: 441–462.

Cloete, F. 2008. *Greater peace of mind can bring the CAs home*. Business Day 10 March 2008. [online]. Available from <http://www.businessday.co.za/PrintFriendly.aspx?ID=BD4A723643> [Accessed 3 November 2008].

Comins, L. 2008. *Skills exodus causes concern*. The Mercury, 24 January 2008. [online]. Available from <http://www.iol.co.za/news/south-africa/skills-exodus-causes-concern-1.386794> [Accessed 3 November 2008].

Creswell, J.W. 2009. *Research design: qualitative, quantitative, and mixed methods approaches*. (3rd ed.). Thousand Oaks: Sage.

Crush, J. 2002. The global raiders: nationalism, globalization and the South African brain drain, *Journal of International Affairs*, **56**: 147–72.

Crush, J. & McDonald, D. 2003. Understanding skilled migration in Southern Africa, *Africa Insight*, **30**: 3–9.

Crush, J., Pendleton, W. & Tevera, D. 2005. *Degrees of uncertainty: students and the brain drain in Southern Africa*. Cape Town: South African Migration Programme, Idasa.

Drucker, P.F. 1955. *The practice of management*. London: Heinemann.

EE Research Focus. 2008. *The financial management, accounting and auditing skills shortage in South Africa*. [online]. Report prepared for The South African Institute of Chartered Accountants.

Available from <https://www.saica.co.za/News/SkillsShortageReport/tabid/1155/language/en-US/Default.aspx> [Accessed 13 September 2009].

Faul, M. 2011. *Africa suffers as brain drain continues*. Independent Online. 10 March 2011. [online]. Available from <http://www.iol.co.za/scitech/science/news/africa-suffers-as-brain-drain-continues-1.1039655> [Accessed 17 July 2011].

Hall, P. 2005. Brain drains and brain gains: causes, consequences, *International Journal of Social Economics*, **32(11)**: 939–950.

Hulme, Z. 2002. Could the current brain drain result in eventual brain gain? *Accountancy SA*, April 2002, 14–17.

Lavrakas, P.J. (ed.) 2008. *Encyclopedia of survey research methods*. Thousand Oaks: SAGE Publications.

Leedy, P.D. & Ormrod, J.E. 2005. *Practical research: planning and design* (8th ed.). Upper Saddle River, NJ: Merrill.

Masibigiri, V. & Nienaber, H. 2011. Factors affecting the retention of generation X public servants: an exploratory study, *SA Journal of Human Resource Management*, **9(1)**: 1-11

Mattes, R. & Richmond, W. 2000. The brain drain: what do skilled South Africans think, *Africa Insight*, **30**: 10–20.

McCrindle, M. 2006. *New generations at work: attracting, recruiting, retraining and training generation Y*. Available from <http://www.mccrindle.com.au/free-resources.htm> [Accessed 28 February 2012].

Momberg, E. 2008. *Brain drain: 'We are in denial'*. The Sunday Independent, 31 August 2008. [online]. Available from <http://www.iol.co.za/news/south-africa/brain-drain-we-are-in-denial-1.414492> [Accessed 3 November 2008].

Myburgh, A. 2002. *Globalisation, labour mobility and the economics of emigration: the case of South Africa*. Paper presented at Trade and Industrial Policy Strategies 2002 Annual Forum Glenburn Lodge, Muldersdrift.

National Geographic Society. 2005. *National geographic expeditions: human migration guide (6-8)*. [online]. Available from <http://www.nationalgeographic.com/xpeditions> [Accessed 13 October 2008].

Nienaber, H. & Oosthuizen, P. 2010. The status of talent management in the South African consulting civil engineering industry, *Journal of the South African Institution of Civil Engineering*, **52(2)**: 41-47.

Odendaal, A., Robbins, S.P. & Roodt, G. 2003. *Organisational behaviour: global and Southern African perspectives*. Cape Town: Pearson Education South Africa.

Oosterwyk, T. 2003. *Can we plug the brain drain?* Cape Argus, 8 August 2003. [online]. Available from <http://www.iol.co.za/news/south-africa/can-we-plug-the-brain-drain-1.111057> [Accessed 3 November 2008].

- Reddy, T. 2006. *40% Students consider emigrating*. Cape Argus, 11 November 2006. [online]. Available from <http://www.iol.co.za/news/south-africa/40-students-consider-emigrating-1.302740> [Accessed 3 November 2008].
- Rogerson, C.M. & Rogerson, J.M. 2000. Dealing in scarce skills: employer responses to the brain drain in South Africa, *Africa Insight*, **30**: 31-40
- Rothwell, W.J. 2005. *Effective succession planning: ensuring leadership continuity and building talent from within* (3rd ed.). New York: AMACOM, Div American Mgmt Assn.
- Schoole, I. 2007. *Lower standards will not solve SA's skills shortage*. Johannesburg: South African Institute of Chartered Accountants. [online]. Available from <http://www.saica.co.za/resources/ShowItem.asp?Item=899&ContentPageID=330> [Accessed 4 March 2008]
- South African Migration Programme. (n.d.). Migration resources: brain drain resources. [online]. Available from <http://www.queensu.ca/samp/migrationresources/braindrain/> [Accessed 10 April 2008].
- Stats SA. 2005. *Documented migration 2003*. Pretoria: Stats SA. [online]. Available from [http://www.statssa.gov.za/publications/statsdownload .asp?PPN=Report-03-51-03&SCH=3352](http://www.statssa.gov.za/publications/statsdownload.asp?PPN=Report-03-51-03&SCH=3352) [Accessed 10 April 2009].
- Stats SA. 2009a. *Statistical release. P0351: tourism and migration 2008*. Pretoria: Stats SA. [Online]. Available from <http://www.statssa.gov.za/publications/statsdownload.asp?PPN=P0351&SCH=4336> [Accessed 10 April 2009].
- Stats SA. 2009b. *Bulletin of statistics: March 2009 43(1)*. Pretoria: Stats SA. [Online]. Available from <http://www.statssa.gov.za/publications/statsdownload.asp?PPN=Report-03-51-03&SCH=3352> [Accessed 10 April 2009].
- Stake, E. 2010. *Qualitative research: studying how things work*. New York: The Guildford Press.

Waller, L. 2006. *Migration of skills in South Africa: patterns, trends and challenges*.
Cape Town: South African Migration Programme, Idasa.

Williams, C. 2007. Research methods, *Journal of Business & Economic Research*, **5(3)**: 65-72.

ANNEXURE A

PILOT QUESTIONNAIRE

SURVEY

Print Form

Submit by Email

SECTION A - BIOGRAPHICAL INFORMATION

1. Please indicate your age (in years)

2. Please indicate your gender

Male

Female

3. Please indicate your occupation

4. Please indicate your highest level of education

5. Please indicate your country of birth

6. In what year did you arrive in Australia?

7. From which country did you move to Australia?

8. Please indicate your current visa class

SECTION B - ACTIONS TAKEN SINCE MIGRATING

9. Please indicate if you have done the following since leaving your country of origin

Sold all your properties in your country of origin

Removed/cancelled your savings and investments in your country of origin

Terminated your life insurance policies in your country of origin

10. Have you converted your qualification to an Australian qualification

Have converted

Intend converting in the future

Undecided

No intention of converting

11. Are you involved in CPE (Continuing Professional Education) in Australia?

Yes

No

Please indicate qualifications you obtained while being in Australia

12. Please indicate the factor/s that would draw you back to your country of origin:

Improvement in safety and security

Family roots

Future of children in country

Climate/weather/nature

Better government

Patriotism

Good Schools

Job Security

Nothing

Other:
Please list other factors

SECTION C - SATISFACTION LEVELS IN YOUR COUNTRY OF ORIGIN

13. Please indicate your satisfaction levels with the following factors in your country of origin.

(Country of origin is the country you moved from to Australia)

13.1 Level of taxation

Very Satisfied Satisfied Neither Satisfied or Dissatisfied Dissatisfied Very Dissatisfied

13.2 Cost of living

Very Satisfied Satisfied Neither Satisfied or Dissatisfied Dissatisfied Very Dissatisfied

13.3 The upkeep of public amenities

Very Satisfied Satisfied Neither Satisfied or Dissatisfied Dissatisfied Very Dissatisfied

13.4 Your family's safety

Very Satisfied Satisfied Neither Satisfied or Dissatisfied Dissatisfied Very Dissatisfied

13.5 Your personal safety

Very Satisfied Satisfied Neither Satisfied or Dissatisfied Dissatisfied Very Dissatisfied

13.6 The relative share of tax paid in comparison to others

Very Satisfied Satisfied Neither Satisfied or Dissatisfied Dissatisfied Very Dissatisfied

13.7 Customer service

Very Satisfied Satisfied Neither Satisfied or Dissatisfied Dissatisfied Very Dissatisfied

13.8 Level of income

Very Satisfied Satisfied Neither Satisfied or Dissatisfied Dissatisfied Very Dissatisfied

13.9 Your prospects for professional development

Very Satisfied Satisfied Neither Satisfied or Dissatisfied Dissatisfied Very Dissatisfied

13.10 The availability of affordable/quality products

Very Satisfied Satisfied Neither Satisfied or Dissatisfied Dissatisfied Very Dissatisfied

13.11 The ability to find a good school for your children

Very Satisfied Satisfied Neither Satisfied or Dissatisfied Dissatisfied Very Dissatisfied

13.12 How satisfied were you with security of your job

Very Satisfied Satisfied Neither Satisfied or Dissatisfied Dissatisfied Very Dissatisfied

13.13 How satisfied were you with your job

Very Satisfied Satisfied Neither Satisfied or Dissatisfied Dissatisfied Very Dissatisfied

13.14 The ability to find the house you wanted

Very Satisfied Satisfied Neither Satisfied or Dissatisfied Dissatisfied Very Dissatisfied

13.15 The ability to find medical services for your family

Very Satisfied Satisfied Neither Satisfied or Dissatisfied Dissatisfied Very Dissatisfied

SECTION D - SATISFACTION LEVEL IN AUSTRALIA VERSUS YOUR COUNTRY OF ORIGIN

14. Please indicate your satisfaction level in Australia in comparison with your country of origin.

(Country of origin is the country you moved from to Australia)

14.1 Level of taxation

Very Satisfied Satisfied Neither Satisfied or Dissatisfied Dissatisfied Very Dissatisfied

14.2 Cost of living

Very Satisfied Satisfied Neither Satisfied or Dissatisfied Dissatisfied Very Dissatisfied

14.3 Upkeep of public amenities

Very Satisfied Satisfied Neither Satisfied or Dissatisfied Dissatisfied Very Dissatisfied

14.4 Your family's safety

Very Satisfied Satisfied Neither Satisfied or Dissatisfied Dissatisfied Very Dissatisfied

14.5 Your personal safety

Very Satisfied Satisfied Neither Satisfied or Dissatisfied Dissatisfied Very Dissatisfied

14.6 Relative share of tax paid in comparison to others

Very Satisfied Satisfied Neither Satisfied or Dissatisfied Dissatisfied Very Dissatisfied

14.7 Customer service

Very Satisfied Satisfied Neither Satisfied or Dissatisfied Dissatisfied Very Dissatisfied

14.8 Level of income

Very Satisfied Satisfied Neither Satisfied or Dissatisfied Dissatisfied Very Dissatisfied

14.9 Prospects for professional development

Very Satisfied Satisfied Neither Satisfied or Dissatisfied Dissatisfied Very Dissatisfied

14.10 The availability of affordable/quality products

Very Satisfied Satisfied Neither Satisfied or Dissatisfied Dissatisfied Very Dissatisfied

14.11 The ability to find a good school for your children

Very Satisfied Satisfied Neither Satisfied or Dissatisfied Dissatisfied Very Dissatisfied

14.12 Job security

Very Satisfied Satisfied Neither Satisfied or Dissatisfied Dissatisfied Very Dissatisfied

14.13 How satisfied are you with your job

Very Satisfied Satisfied Neither Satisfied or Dissatisfied Dissatisfied Very Dissatisfied

14.14 The ability to find the house you want

Very Satisfied Satisfied Neither Satisfied or Dissatisfied Dissatisfied Very Dissatisfied

14.15 The ability to find medical services for your family

Very Satisfied Satisfied Neither Satisfied or Dissatisfied Dissatisfied Very Dissatisfied

SECTION E - REASONS TO LEAVE

15. Please look at the following list and then rank your top five reasons for leaving your country in order of preference. If one of your preferences is not listed please add it under other with it/there rank order.

REASON	RANK
Prospect for professional advancement	<input type="text"/>
Higher earnings potential	<input type="text"/>
Improved safety and security	<input type="text"/>
Better future for your children	<input type="text"/>
No confidence in future of your country of origin	<input type="text"/>
Governments affirmative action policy	<input type="text"/>
Deterioration in social services	<input type="text"/>
Decline in your quality of life	<input type="text"/>
Lower taxation rates	<input type="text"/>
Decline in standards	<input type="text"/>
Travel opportunities	<input type="text"/>
Exposure to different cultures	<input type="text"/>
Other	<input type="text"/>

OTHER REASON	RANK
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>

SECTION F - INTENTION TO RETURN

16. When do you plan to return to your country of origin (permanently)?

- Within the next year
- Within the next two years
- In the next five years
- In the next ten years
- In the next twenty years
- Do not intend to return
- Undecided

ANNEXURE B

QUESTIONNAIRE

FACTORS CONTRIBUTING TO THE EMIGRATION OF SKILLED MIGRANTS TO AUSTRALIA

There are 19 questions in this survey

SECTION A – BIOGRAPHICAL INFORMATION

1 [A 1] Please Indicate your age (in years) *

Please write your answer here:

2 [A 2] Please indicate your Gender *

Please choose **only one** of the following:

Female

Male

3 [A3] Please indicate your Occupation *

Please write your answer here:

4 [A4] Please indicate your highest level of education *

Please write your answer here:

5 [A5] Please indicate your country of origin *

Please write your answer here:

6 [A6] In what year did you arrive in Australia? *

Please write your answer here:

7 [A7]

From which country did you move to Australia?
(Your country of origin)

*

Please write your answer here:

8 [A8]Please indicate your current visa class *

Please write your answer here:

SECTION B – ACTIONS TAKEN SINCE MIGRATING

9 [B9] Please indicate which of the following you have done since leaving your country of origin? *

Please choose the appropriate response for each item:

	Yes	No
Sold all your properties in your country of origin	<input type="radio"/>	<input type="radio"/>
Transferred/cancelled your savings and investments in your country of origin	<input type="radio"/>	<input type="radio"/>
Terminated your life insurance policies in your country of origin	<input type="radio"/>	<input type="radio"/>

10 [B10] Have you converted your qualification to an Australian qualification? *

Please choose **only one** of the following:

- Have converted
- Intend converting in the future
- Undecided
- No Intention of Converting

11 [B11]

Are you involved in CPE (Continuing Professional Education) in Australia?

*

Please choose **only one** of the following:

- Yes
- No

12 [B11a]

Please indicate additional qualifications you obtained while being in Australia

*

Please write your answer here:

13 [B12] Please indicate the factor/s that would draw you back to your country of origin: *

Please choose the appropriate response for each item:

Yes 116 No

	Yes	No
Improvement in safety and security	<input type="radio"/>	<input type="radio"/>
Family roots	<input type="radio"/>	<input type="radio"/>
Future of children in the country	<input type="radio"/>	<input type="radio"/>
Climate/weather /natural endowments	<input type="radio"/>	<input type="radio"/>
Improved government	<input type="radio"/>	<input type="radio"/>
Patriotism	<input type="radio"/>	<input type="radio"/>
Good schools/ job security	<input type="radio"/>	<input type="radio"/>

14 [B12a]If applicable please List other factors

Please write your answer here:

SECTION C – SATISFACTION LEVELS IN YOUR COUNTRY OF ORIGIN

15 [SECTION C – SATISFAC]

Please indicate your satisfaction levels with the following factors in your country of origin: *(Country of origin is the country you moved from to Australia)*

*

Please choose the appropriate response for each item:

	very satisfied	satisfied	neither satisfied or dissatisfied	dissatisfied	very dissatisfied
13.1 Level of taxation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13.2 Cost of living	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13.3 The upkeep of public amenities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13.4 Your family's safety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13.5 Your personal safety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13.6 The relative share of tax paid in comparison to others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13.7 Customer service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13.8 Level of income	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13.9 Your prospects for professional development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13.10 The availability of affordable/quality products	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13.11 The ability to find a good school for children	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13.12 How satisfied were with the security of your job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13.13 How satisfied were you with your Job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13.14 The ability to find the house you wanted	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13.15 The ability to find medical services for your family	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SECTION D – SATISFACTION LEVEL IN AUSTRALIA VERSUS YOUR COUNTRY OF ORIGIN

16 [Section D 14] Please indicate your satisfaction level in Australia in comparison with your country of origin (Country of origin is the country you moved from to Australia) *

Please choose the appropriate response for each item:

	much better	better	neither better or worse	worse	much worse
14.1 Level of taxation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14.2 Cost of living	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14.3 Upkeep of public amenities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14.4 Your family's safety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14.5 Your personal safety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14.6 Relative share of tax paid in comparison to others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14.7 Customer service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14.8 Level of income	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14.9 Prospects for professional development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14.10 The availability of affordable/quality products	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14.11 The ability to find a good school for your children	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14.12 Job security	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14.13 Job satisfaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14.14 The ability to find the house you want	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14.15 The availability of medical services for your family	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SECTION E – REASONS TO LEAVE

17 [E15]

Please look at the following list and then rank your top five reasons for leaving your country of origin in order of preference. If one of your preferences is not listed please add it under other with the rank order.

*

Please number each box in order of preference from 1 to 12

- | | |
|--------------------------|---|
| <input type="checkbox"/> | Prospect for professional advancement |
| <input type="checkbox"/> | Higher earnings potential |
| <input type="checkbox"/> | Improved safety and security |
| <input type="checkbox"/> | Better future for your children |
| <input type="checkbox"/> | No confidence in the future of your country of origin |
| <input type="checkbox"/> | Government's affirmative action policy |
| <input type="checkbox"/> | Deterioration in social services |
| <input type="checkbox"/> | Decline in your quality of life |
| <input type="checkbox"/> | Lower taxation rates |
| <input type="checkbox"/> | Decline in living standards |
| <input type="checkbox"/> | Travel opportunities |
| <input type="checkbox"/> | Exposure to different cultures |

18 [E15a] If applicable list other factors

Please write your answer here:

SECTION F – INTENTION TO RETURN

19 [F16]When do you plan to return? *

Please choose **only one** of the following:

- Return within the next year
- Within the next two years
- In the next five years
- In the next ten years
- In the next twenty years
- Do not intend to return
- Undecided

01.01.1970 – 02:00

Submit your survey.
Thank you for completing this survey.