

**AN INVESTIGATION INTO EMPLOYEE RETENTION AND TURNOVER IN THE
INKOMATI-USUTHU CATCHMENT MANAGEMENT AGENCY: MPUMALANGA
PROVINCE**

BY

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I declare that the above dissertation 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.

I further declare that I submitted the dissertation to originality checking software and it falls within the accepted requirements for originality.

I further declare that I have not previously submitted this work, or part of it, for examination at Unisa for another qualification, or at any other highest education institution.

C.S. 

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SETSOPOLWA

Maikemišetšomagolo ya dinyakišišo tše e bile go hlatha mabaka ao a huetšago go tšwela pele ga bašomi ka mošomong le go thwala ga bašomi ba tša sethekniki bao ba nago le bokgoni bjo bo sa hwetšagalego gabonolo ka go Setheo sa Taolo ya Kelelomeetse sa Inkomati-Usuthu. Dinyakišišo di dirišitše mokgwa wa mohlakanelwa wa tlhalošo ya tatelano. Tshedimošo e kgobokeditšwe ka go diriša dipotšišo tša dinyakišišo tša phatišišo le, ka morago ga fao, ka go diriša dipoledišano tše dipotšišo tša gona di sego tša beakanywa peleng. Mokgwa wa go dira sampole ka botlalo o šomišitšwe go karolo ya bontši ya dinyakišišo, mola e le gore go dira sampole ka maikemišetšo go dirišitšwe ka karolong ya boleng. Bašomi ba masomeseswai-tharo (83) ba ile ba araba dipotšišo tša diphatišišo, mola e le gore bašomi ba lesomenne (14) ba ile ba kgatha tema ka dipoledišanong. Mokgwa wa dipalopalo wa go utolla dilo tša mehutahuta le mokgwa wa dipalopalo wa go laetša kamano ya dilo e šomišitšwe go sekaseka tshedimošo ya bontši, mola e le gore tshekatsheko ya diteng e šomile go sekaseka tshedimošo ya boleng. Dikutollo tše kgolo ke gore go lefa meputso ye mekaone gammogo le lenaneo la taolo ya phethagatšo ya mošomo leo le šomago gabotse le leo le lekanego di laeditše gore ke ye mengwe ya mekgwa ye mekaone ya go thibela bašomi go tlogela khamphani. Dinyakišišo di utollotše gore Setheo sa Taolo ya Kelelomeetse sa Inkomati-Usuthu se na le bobedi leano la tefelo ya meputso le lenaneo la taolo le tlhabollo ya phethagatšo ya mošomo; le ge go le bjale, phethagatšo ya leano la tefelo ya meputso le melawana ye e amanago le yona ga di šome gabotse.

Mantšu a bohlokwa: go tšwela pele ga bašomi ka mošomong, go thwala ga bašomi, tlhohleletšo, tšweletšo ya ka khamphaning, tlhahlo le tlhabollo, thwalomošomong, kgetho, bokgoni bjo bo sa hwetšagalego gabonolo, phethagatšo ya mošomo, le bašomi ba tša sethekniki.

XITLHOKOVETSELO

Xikongomelokulu xa ndzavisiso lowu a ku ri ku kombisa swivangelo leswi khumbhaka nhlaysi va vatirhi na ku famba na ku siviwa ka vatirhi va swa xithekiniki lava nga na swikili leswi kayivelaka eInkomati-Usuthu Catchment Management Agency. Dyondzo yi landzelerile maendlelo yo hlamusela hi ku landzelelana lama hlanganisiweke. Datara yi hlengeletiwile hi ku tirhisa mbalango wa nongoloko wa swivutiso kutani ku landzela, ku tirhisa tiinthavhiyu to vutisela swivutiso. Endlelo ro teka tisampulu hinkwato ri tirhisiwile eka xiphemu xa nkoka xa dyondzo, loko sampulu ya xikongomelo yi tirhisiwile eka ndhawu ya nkoka. Makumehungu-nharhu (83) wa vatirhi va hlamurile eka mbalango wa nongoloko wa swivutiso, loko khumemune (14) wa vatirhi va tekilexiave eka tiinthavhiyu. Nxopaxopo wa swivangelo leswi hlamuselaka na nxopanxopo wo tlhelela endzhaku swi tirhisiwile ku xopaxopa datara ya nhlayo, loko nxopaxopo wa vundzeni wu tirhile ku xopaxopa datara ya nkoka. Leswi kumiweke swa nkoka hi leswaku ku nyika miholo leyi mphikizanaka na yin'wana na endlelo ra malawulelo ya matirhelo lama pfunaka na ya vuswikoti swi kombisile ku va swin'wana swa switirateji swo antswa ku sivela vatirhi ku va va nga fambi eka nhlango. Ndzavisiso wu humeserile erivaleni leswaku Inkomati-Usuthu Catchment Management Agency yi na xitirateji xo hakela na endlelo ra malawulelo ya matirhelo na nhluvukiso; hambiswiritano, ku simekiwa ka xitirateji xo hakela na tipholisi leti fambelanaka a swi tirhi.

Maritoyankoka: nhlaysi wa vatirhi, ku famba na ku siviwa ka vatirhi, nhlohletelo, vuhumelerisi bya nhlango, vuleteri na nhluvukiso, ku thola vatirhi, nhlawulo, swikili leswi kayivelakamatirhelo, vatirhi va swa xithekiniki.

ABSTRACT

The primary purpose of this research was to identify the factors that influence the employee retention and turnover of technical staff with scarce skills at the Inkomati-Usuthu Catchment Management Agency. The study followed an explanatory sequential mixed methodology. The data were collected through a survey questionnaire and, subsequently, through semi-structured interviews. A total sampling approach was used for the quantitative component of the study, while purposive sampling was adopted for the qualitative strand. Eighty-three (83) employees responded to the survey questionnaire, whereas fourteen (14) employees participated in interviews. An exploratory factor analysis and a regression analysis were used to analyse quantitative data, while content analysis served to analyse qualitative data. The main findings are that offering competitive salaries as well as an effective and efficient performance management system proved to be some of the best strategies to prevent employees from leaving the organisation. The research revealed that the Inkomati-Usuthu Catchment Management Agency has both a remuneration strategy and a performance management and development system; however, the implementation of the remuneration strategy and related policies is ineffective.

Key words: employee retention, turnover, motivation, organisational productivity, training and development, recruitment, selection, scarce skills, performance, and technical employees.

ACRONYMS

DPSA:	Department of Public Service and Administration
ECSA:	Engineering Council of South Africa
EFA:	Exploratory Factor Analysis
HRD:	Human Resource Development
IUCMA:	Inkomati-Usuthu Catchment Management Agency
NWA:	National Water Act
OSD:	Occupational Specific Dispensation
PFMA:	Public Finance Management Act
PMDS:	Performance Management and Development System
SACNASP:	South African Council for Natural Science Natural Scientific Professions
SETA:	Sectoral Education and Training Authority
SPSS:	Statistical Package for Social Science
WMA:	Water Management Area

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CHAPTER 1: GENERAL INTRODUCTION

1.1 INTRODUCTION

The existence and success of most organisations depend on the performance of their employees. Therefore, for an organisation to achieve its goal, targets and objectives must be set and the right people with the right skills must be appointed. This statement is supported by Lavigna and Hays (2004:237) who state that the strength and success of an organisation's recruitment and selection is determined, among others, by its human resources capacity. According to Allen (2010:52), staff turnover has a negative impact on institutional performance whereas the reduction of employee turnover leads to sales growth and increased employee morale.

This research investigates why the Inkomati-Usuthu Catchment Management Agency's (IUCMA) technical employees with scarce skills leave this organisation. It appears that most of the technical employees (engineers, scientists, technicians, and environmental officers) appointed by the IUCMA do not stay long in this organisation. The technical staff members tend to resign and join other organisations, leaving the IUCMA struggling to replace them due to the scarcity of such employees and the high requirements of the vacant positions. Nevertheless, in July 2009, the Minister of Public Service and Administration (DPSA) introduced the Occupational Specific Dispensation (OSD) in the Republic of South Africa, for implementation by government departments. This dispensation was for engineers and related professionals. It was elaborated with the intention of attracting and retaining technical employees in the public sector. The findings of this research can thus assist the IUCMA and other organisations to develop better policies and strategies to retain technical employees with scarce skills. This would ensure that these organisations are able to achieve their objectives and reduce the high staff turnover rate. Be that as it may, this chapter presents the background and rational for the study followed by the description and explanation of the problem statement. The research questions and objectives are clearly stated while the research is also demarcated in terms of time, area and hierarchical dimensions. Whereas the limitations and delimitations are defined and explained, the sequence of chapters concludes this chapter.

1.2 BACKGROUND AND RATIONALE FOR THE STUDY

Employees form an integral part of an organisation, regardless of its size. According to Martin (2005:44), when employees leave an organisation, it is the responsibility of the employer to incur the expenses directly or indirectly. Linda (2002:66) notes that the costs of employee turnover include an amount equivalent to the leaving employee's annual wage that the employer would pass to its workforce. For Harrie (2002:59), employee turnover costs, among others, include the expense for advertising of the vacant position, loss of time, as well as training and development expenses for the replacement employees.

The IUCMA was established in terms of Section 78(1) of the Republic of South Africa's National Water Act no. 36 of 1998. The latter was amended by the former Minister of Water Affairs and Forestry, Mr Ronald Kasrils, under Government Notice No. 397 of 26 March 2004 published in the Government Gazette No. 26185 as the Water Resource Management Institution. The IUCMA performs water resource management at local level. This entails the protection, use, development, conservation, management, and control of water resources within its water management area, as contemplated in the National Water Act. The IUCMA is listed as a National Public Entity in schedule 3A of the Public Finance Management Act 1 of 1999, as amended. The IUCMA was established as a water management institution to manage water resources at catchment level within its water management area, while involving its stakeholders. In exercising its powers and performing its functions, the IUCMA is also expected to redress the past imbalances in the country, as per the Constitution of the Republic of South Africa, as amended. The IUCMA's powers and functions are conferred by the National Water Act. Some powers and functions are delegated and or assigned to the IUCMA by the Minister of Water and Sanitation.

The National Water Act (Act no. 36 of 1998) provides for the progressive establishment of Catchment Management Agencies (CMAs) in Water Management Areas (WMAs) throughout South Africa. Therefore, the IUCMA is steadfast in its commitment to support the Minister of Human Settlements, Water and Sanitation, as the custodian of South

Africa's water resources, in water resources management within the Inkomati-Usuthu Water Management Area.

In October 1999, the government of South Africa established nineteen (19) water management areas (WMAs). Then, in 2014, the former Minister of Water and Sanitation reduced the nineteen (19) WMAs to nine (9) Catchment Management Agencies (CMAs) per province. Out of the nine CMAs, only two are in existence. The other seven (Proto-Catchment Management Agencies) are still in the process of being established. The IUCMA is the first catchment management agency. It was officially launched on 2 November 2006 at Ka-Maqhekeza stadium. This CMA, which is situated in the Eastern part of Mpumalanga, serve water to communities within Ehlanzeni, Gert Sibande, and Bohlabela districts in the Mpumalanga Province. The IUCMA has three offices, one Head Office in Nelspruit and two satellite offices in Piet Retief and Bushbuckridge in Mpumalanga Province.

In terms of the Republic of South Africa's Public Service Regulations (PSRs), 2001, as amended, part VII, paragraph C.1.1, an executive authority shall determine composite requirements for employment in any post, based on the inherent requirements of the job. Before July 2009, the recruitment and selection of technical employees was not a challenge in both public and private sectors. Technical employees (engineers, scientists, engineering technicians, hydrologists, geo-hydrologists, environmental officers, environmental control officers, geographical information professionals, and so forth) were recruited, selected, and appointed without compulsory professional registrations. This means that employees were appointed and undertook technical work without all the necessary qualification and competencies. In July 2009, the Minister of Public Service and Administration, in terms of Section 3(3)(c) and Section 5(4) of the Public Service Act, 1994, GPSSBC Resolutions 3, 5, 6, 9 of 2009, issued the determination and implementation of the OSD for engineers and related professionals, effective from 1 July 2009 (Department of Public Service and Administration, 2009:3). After July 2009, most government departments found it difficult to recruit technical employees, because for engineers to be appointed, they had to be registered with the Engineering Council of South Africa (ECSA) as professionals and scientists had to be registered with the South African Council for Natural Scientific Professions (SACNASP) as professionals.

The IUCMA has one hundred and eighteen (118) approved positions. However, currently, only ninety-one (91) positions are filled, and twenty-seven (27) are vacant and in the process of being filled. Approximately 59% of the filled positions comprise of support staff, while 41% of the filled positions encompass technical employees. The latter include engineers, scientists, engineering technicians, hydrologists, geo-hydrologists, environmental officers, environmental control officers, and geographical information professionals. These constitute the scarce skills employees of the IUCMA. A high vacancy rate and an elevated staff turnover are recorded at the IUCMA because every three months, two or three employees resign to join other organisations. In the financial years 2014/15 and 2015/16, the IUCMA received two consecutive qualified audit reports. Most of the findings related to line functions not achieving their targets due to a lack of technical personnel to perform technical jobs. Other findings pertained to the under-spending of the budget on civil-engineering-related projects. The IUCMA re-advertises positions several times, since it struggles to replace technical employees when they leave the institution. Hence, the IUCMA is conducting the head-hunting of technical employees with scarce skills. Nevertheless, the successfully head-hunted employees do not stay long. Clearly, the IUCMA is failing to retain them. According to the IUCMA's 2019/20 financial year workforce profile, some experienced technical employees are resigning, and others are due to retire without transferring skills to younger technical employees. The retirement of technical employees has a negative impact on the performance of the organisation, since the IUCMA is struggling to replace them.

For Robbins (2003:86), staff turnover costs organisations significant amounts of money. Ziel and Antoinette (2003:19) indicate that service delivery is suffering while waiting for the IUCMA to employ the replacements of employees who leave the organisation. Ziel and Antoinette (2003:20) add that beside wasting time to recruit and replace employees who leave organisations, the latter spend considerable money to train and develop new employees.

1.3 PROBLEM STATEMENT, AIM AND PURPOSE, AND RESEARCH QUESTIONS

The problem statement, the purpose of a study, and its research questions are interrelated.

1.3.1 Problem statement

Armstrong (2009:37) warns that employee turnover is harmful to an institution's efficiency, if qualified and skilled personnel regularly leave. This means that the organisation boasts a high percentage of newly appointed employees with limited experience and skills. The 2017/2018 and 2018/2019 reports of its Performance Monitoring and Evaluation Division reveal that the IUCMA is experiencing a high turnover of technical employees. This has a negative impact on this agency's institutional productivity (Inkomati-Usuthu Catchment Management Agency, 2018:5; Inkomati-Usuthu Catchment Management Agency, 2019: 5). The technical employees' turnover rate for the 2018/19 financial year is sitting at 30% (Inkomati-Usuthu Catchment Management Agency, 2019: 5), while that of the 2019/20 financial year shows an increase of 3%, at 33%. This has had a negative impact on the institutional productivity, which dropped by 11% (Inkomati-Usuthu Catchment Management Agency, 2019: 5). The high turnover rate of technical employees was cited as the major challenge facing the IUCMA by its internal auditors, when they completed the 2019/20 year-closure internal audit for human resource management. Besides, the IUCMA also received a non-compliance letter from the Department of Labour on 15 March 2019, for not meeting the expected employment equity targets concerning technical employees' positions for the 2017/18 financial year (page 6 of the IUCMA's 2017/18 annual report). is the IUCMA's utter failure to retain qualified and competent technical employees with scarce skills becomes evident. Therefore, it is important that the IUCMA elaborate strategies to retain technical employees with scarce skills so that service delivery is not compromised and that remaining employees are not overworked. While the challenge regarding the retention and turnover of technical employees at the IUCMA is evident, it is not yet clear what this institution is doing to address the issue. The retention of technical employees is important in this research because a shortage of experienced and skilled employees could lead to the IUCMA's failure to achieve its strategic objectives. This, in turn, would compromise service delivery, due to work overload for its current technical workforce.

1.3.2 Aim and Purpose

This study seeks to investigate the reasons for the IUCMA's failure to retain qualified and competent technical employees with scarce skills, and their subsequently high turnover at this organisation. The primary purpose of the research is to identify the factors influencing the employee retention and turnover of technical employees with scarce skills at the IUCMA. The focus will be on technical employees with scarce skills, namely, engineers, scientists, engineering technicians, hydrologists, geo-hydrologists, environmental officers, environmental control officers, and geographical information professionals.

1.3.3 Research questions

The following research questions will assist the researcher in trying to address the problem under investigation:

- Which employee retention strategies are used by the Inkomati-Usuthu Catchment Management Agency to retain technical employees?
- What are the determinants of high turnover among technical employees at the Inkomati-Usuthu Catchment Management Agency?
- To what extent does the Inkomati-Usuthu Catchment Management Agency strive to retain technical employees to reduce high turnover?

1.4 RESEARCH OBJECTIVES

To achieve the purpose of the research and resolve the problem under investigation, this study will have to attain a number of objectives. These are:

- To determine the reasons for the IUCMA's failure to retain its technical employees.
- To explore the determinants of high turnover among technical employees at the Inkomati-Usuthu Catchment Management Agency.
- To examine retention strategies that would reduce the high staff turnover at the Inkomati-Usuthu Catchment Management Agency.

1.5 DEMARCATION OF THE RESEARCH AREA

The study is demarcated into three dimensions. The following sections present descriptions of the dimensions of the study.

1.5.1 Geographical dimension

The research occurs at the IUCMA's head and satellite offices located in the Mpumalanga Province. According to Pajares (2007:7), the geographic significance of a study indicates how the research will unfold in refining and revising the existing knowledge in the research area. Replacing employees is a time-consuming and very costly exercise. When institutions choose the right people for the job, develop, train and treat them well, those employees not only produce good results, but also tend to stay longer with the institution. Government entities are aimed at delivering services to public. This research is significant because endeavours to determine how service delivery can be enhanced. The research will also generate new ideas about the current limitations regarding employee retention and will suggest new strategies to improve the performance of the IUCMA and other similar organisations.

1.5.2 Hierarchical dimension

This study is undertaken at the provincial level of governance. The IUCMA is responsible for service delivery to the Mpumalanga Province's households. However, the IUCMA is expected to report nationally to the National Department of Water and Sanitation. The IUCMA was established in terms of Section 78(1) of the Republic of South Africa's National Water Act No. 36 of 1998, as amended, under the Government Notice No 397 of 26 March 2004, published in the Government Gazette No. 26185 as the Water Resource Management Institution. As such, the IUCMA perform water resource management at provincial level. This entails ensuring the protection, use, development, conservation, management, and control of water resources within its water management area, as contemplated in the National Water Act. The IUCMA is listed as a National Public Entity in schedule 3A of the Public Finance Management Act 1 of 1999, as amended. The IUCMA was established as a water management institution responsible for managing water resources at catchment or provincial level within its water management area by

involving its stakeholders. In exercising its powers and performing its functions, the IUCMA is also expected to redress South Africa's past imbalances, as per the Constitution of the Republic of South Africa, as amended. The IUCMA's functions and powers are conferred by the National Water Act. Some of its powers and functions are delegated and or assigned by the Minister of Water and Sanitation.

1.5.3 Time dimension

The Performance Monitoring and Evaluation Division's reports for the financial years 2017/2018, 2018/2019, and 2019/2020 (three years) reveal that the IUCMA is experiencing a high turnover of technical employees. This has a negative impact on its institutional productivity (Inkomati-Usuthu Catchment Management Agency, 2018:5; Inkomati-Usuthu Catchment Management Agency, 2019: 5). Technical employees' turnover rate for the 2018/19 financial year was at 30% (Inkomati-Usuthu Catchment Management Agency, 2019: 5), while that of the 2019/20 financial year registered an increase of 3% at 33%. This has had a negative impact because the IUCMA's institutional productivity decreased by 11% (Inkomati-Usuthu Catchment Management Agency, 2019: 5). The high turnover rate of technical staff is advanced as a major institutional challenge by the IUCMA's internal auditors after concluding the 2019/20 year-closure internal audit for human resource management. Moreover, the IUCMA received a non-compliance letter from the Department of Labour on 15 March 2019, for not attaining the expected employment equity targets on technical employees' positions for the 2017/18 financial year (Inkomati-Usuthu Catchment Management Agency 2017/18 annual report, 2018:6).

It becomes evident that the IUCMA is unable to retain qualified and competent technical employees with scarce skills. Yet, retaining technical employees with scarce skills ensures that service delivery is uncompromised and that the remaining technical staff are not overworked. While the challenge relating to the retention and turnover of technical employees at the IUCMA is apparent, this institution's strategy to address this issue remains unclear. The retention of technical employees is deemed important in this research because the shortage of experienced and skilled employees could result in the IUCMA's inability to achieve its strategic objectives. This would undoubtedly compromise service delivery, due to work overload for the available technical workforce.

1.6 CONCEPTUALISATION

The following subsections clarify the key concepts contained in this study's problem statement and research objectives.

1.6.1 Employee retention

For Spencer (2001:17), employee retention is the process whereby employers implement a strategy to retain qualified and skilled personnel. Cascio, quoted by Coetzee (2010:258), defined employee retention in terms of a decision taken by organisational management to ensure the retention of highly skilled personnel. According to Frank, Finnegan and Taylor (2004:13), as cited by Govaerts, Kyndt, Dochy and Baert (2011:37), employee retention is the process and effort made by an organisation to keep skilled and desirable employees. This is so that the mandate and objectives of the organisation can be achieved. To build a sustained cost-effective business, institutions should concentrate on retaining their competent and skilled employees, so that their turnover rate can be reduced. In the context of this research, employee retention is defined as the process whereby employers strive to attract competent and skilled employee who intend to leave their organisations to join others. This involves offering these employees better benefits.

1.6.2 Employee turnover

According to Samuel (2009:411), employee turnover is the process whereby employees leave their current employer for other organisations, with the implication that they should be replaced. Armstrong (2006:59) construes employee turnover as the process whereby employees leave their present organisations and join others. Armstrong (2006:59) further describes employee turnover as the rate at which organisation gain and lose employees. Generally, employees leave their current organisations because they are unsatisfied with their work. In the context of this research, employee turnover is defined as the process whereby organisations' workforce profiles drop constantly because of employees' resignations.

1.6.3 Employee motivation

For Shah and Shah (2010:4), motivation is the process whereby employees are rewarded or remunerated on par with their performance and output. Gareth (2008:78) conceives employee motivation as a psychological force that determines the direction of employees' behaviour in an organisation, including employees' level of effort and persistence. Thus, organisations should ensure that their employees' service conditions and benefits are improved. This is so that employees are motivated, since motivated employees lead to good organisational performance. In the context of this research, employee motivation is the process whereby employees are given rewards and better benefits to encourage them to work harder.

1.6.4 Organisational productivity

Mesh (2012:32) views organisational productivity as an organisation's capacity to produce anticipated outcomes with a minimum expenditure of resources. According to Chapman (2009:126), productivity is achieved when employees have adequate resources to perform their duties. Shah and Shah (2010:4) conceive productivity as the process whereby organisations achieve their targets. This can only happen if employees are remunerated on par with their performance and output. In this research, organisational productivity refers to a situation where the set targets of an institution are achieved. This is only possible when the institution has enough resources such as budget, as well as competent and skilled personnel.

1.6.5 Training and development

Paul (2004:201) views training and development as a human resource function whereby employees are capacitated with a specific skill to improve their performance. Netswera et al. (2005: 39) define training as the process whereby employees are developed, which reduces staff turnover at an organisation. Organisations should ensure that their employees are regularly developed so that institutional objectives can be achieved. Fox and Meyer (1996:36) conceive development as the process of increasing the quality and performance of employees. For Noe and Hollenbeck (2010:87), development involves adding knowledge, skills, and competency to employees to improve their abilities and

performance in the workplace. For this research, training and development is the process whereby organisations provide skills to develop the unskilled and underperforming employees to enable organisations to achieve their objectives.

1.6.6 Recruitment

Arthur (1998:47) observes that candidates are attracted if different recruitment methods are used. Erasmus, Van Wyk, and Schenk (2000:291) define recruitment as the process by which employers strive to attract candidates who are looking for a job, so that specific vacant positions can be filled. Opatha (2010:53) describes recruitment as the process of finding and attracting suitably qualified and competent candidates for job vacancies available in an organisation. Jovanovic (2004:22) defined recruitment as a process of attracting quality applicants to select the best from the pool received. In the case of this study, recruitment is the process of seeking, identifying, and attracting a pool of candidates to appoint the best or most suitable candidate for a job in an organisation.

1.6.7 Selection

Opatha (2010:76) defines selection as the process of choosing the most suitable, qualified, and competent applicant from a pool of applicants recruited to fill a vacant position. For Ofori and Aryeetey stated that selection involves the use of one or more methods to assess applicants' suitability, so that an informed and correct decision can be made. Mondy (2010:136) explains selection as the process whereby an institution chooses, from a pool of applicants, the best suitable candidate for a position. Mathis and Jackson (2006:24) construe selection as the process of selecting the best applicants. This process should be guided by predetermined criteria such as job descriptions, and it starts after recruitment has been completed. In this study, selection is the step that follows recruitment. This means that once a position has been advertised, the next step is to select who is the best candidate in terms of skills, knowledge, competency, qualifications, and experience.

1.6.8 Scarce skills

For Schreder and Theron (2001:36), scarce skills refer to skills that are in short supply on the labour market. The Department of Labour and the Sectoral Education and Training Authorities (SETA) conceive scarce skills in terms of occupations in which there is “a scarcity of qualified and experienced people to perform a specific job either now or in future, because such skilled people are limited or not available in the market” (Foodbev SETA, 2005:42). In the context of this study, scarce skills refer to the positions characterised by a scarcity of qualified and competent employees, namely, engineers, scientists, engineering technicians, hydrologists, geo-hydrologists, environmental officers, environmental control officers, and geographical information professionals. This means that only few employees in the labour market have the skills of interest.

1.6.9 Performance

Smither and Lomdon (2009:586) describe performance as someone’s ability to do their job as well as expected by the organisation that appointed them. Fox and Meyer (1996:94) define performance as the situation whereby the planned tasks and objectives are achieved satisfactorily. Daniels and Daniels (2004:7) construe performance as a unit that comprises the task to be done and positive results. In this study, performance is a state whereby an institution achieves its objectives. This can be done by directing, controlling, and motivating employees to perform at a higher level in an organisation.

1.6.10 Technical employees

For Schreder and Theron (2001:36), technical employees refer to staff performing the core functions of an organisation. Handel (2012:17) conceives technical employees as workers who perform more abstract tasks and earn more money than non-technical employees, even if the latter are in the same occupations. Holzer and Lerman (2005:19) define technical employees using occupational categories, wage, and educational background. In the case of this study, technical employees refer to staff fulfilling scarcity functions, namely, engineers, scientists, engineering technicians, hydrologists, geo-hydrologists, environmental officers, environmental control officers, and geographical information professionals.

1.7 DELINEATIONS AND LIMITATIONS

A researcher is in control of the research objectives, the research questions, and the research population. The study is conducted at the IUCMA which is a small institution that can provide a reasonable sample size, given that this study is an investigation into employee retention and turnover. If some employees have previously participated in the research, more vital data have been collected. However, even with a small sample size, the results will be accurate. The researcher is expecting some limitations in terms of time since the data will be collected through interviews and questionnaire. Indeed, the respondents need enough time to read and understand the questionnaire before they respond. The study is also based on both qualitative and quantitative approaches; hence, enough time is needed. Therefore, the study needs to be given enough time so that any time lost can be recovered.

1.8 SEQUENCE OF CHAPTERS

This study has six chapters whose focuses are described below.

Chapter 1: General Introduction

This chapter provides the general introduction of the study. It describes the research project and states the aim of the study, which is to investigate why the IUCMA technical employees with scarce skills leave this institution. The chapter further justifies the need for the study by describing the problem consisting in the high turnover rate of technical employees at the IUCMA. This chapter also states the primary purpose of the research, which is to identify the factors influencing the retention and turnover of technical employees with scarce skills at the IUCMA. Moreover, the chapter articulates the research questions that assist the researcher in trying to address the problem under investigation. The research objectives that will assist in achieving the purpose of the study and resolving the problem under investigation are also outlined. The demarcation of the research area, which includes geographical, hierarchical and time dimensions, are explained. The chapter also clarifies the key concepts which include employee retention, turnover, motivation, organisational productivity, training and development, recruitment,

selection, scarce skills, performance, and technical employees. The limitations of the study are identified. The chapter ends with the layout of the chapters of the study.

Chapter 2: Theoretical framework and employee retention models

This chapter reviews current literature in which various theories and models on employee retention are discussed. These include Maslow's Equity, Expectancy, and Dispositional models as well as Herzberg's Two-Factor theories. These theories and models are considered under various discussions of the factors that contribute to employee retention. The major factors mentioned under the theory discussion include job satisfaction, motivation, and job embeddedness. The review attempts to find the contribution of job embeddedness to employee retention. Job embeddedness is hoped to better explain the problem of employee retention in an organisation.

Chapter 3: Literature review on employee retention and turnover

This chapter focuses on reviewing existing literature related to employee retention and turnover. This involves analyses of academic studies, books, journals, and articles on employee retention and turnover at other institutions. The important strategies and factors that influence employee retention and turnover in an organisation are discussed in detail. The suggestions made to improve employee retention and turnover are also mentioned.

Chapter 4: Research design and methodology

This chapter discusses the research design and methodology of the study. A qualitative research design is used to evaluate the attitudes and opinions of the participants, while a quantitative research design is employed to define and assess the relationship between the respondents' factors. The target population for the survey include all managers and supervisors from salary level C5 and above, including the IUCMA's Governing Board members. The selected sample includes all categories of the ICMA's technical employees. The ethical considerations that the researcher should comply with are identified and explained. These include confidentiality, consent, respect for persons, anonymity, and honesty. The research validity, reliability, and the assumptions are also discussed.

Chapter 5: Research findings and discussion

This chapter presents the findings of the research, based on the analysis and the interpretation of data collected. The objectives of the study are to determine the reasons for failure the IUCMA's failure to retain technical employees, to explore measures to retain and reduce the high turnover of technical employees at the IUCMA, and to examine the retention strategies that would reduce the high turnover of staff at the IUCMA. The chapter discusses the findings under the main heading of employee retention and turnover.

Chapter 6: Summary of research findings, conclusion, and recommendations

This chapter concludes the study by presenting the findings, providing a conclusion, and making recommendations for future studies. This chapter also provides an evaluation of employee retention and turnover at the IUCMA.

1.9 SUMMARY

This chapter has provided the general overview of the research. This included the background and rationale of the poor retention of technical employees with scarce skills at the IUCMA, the statement of the research problem, the purpose of the study, the research questions, the research objectives, the demarcation of the research area, the clarification of concepts, the limitations of the study, and the sequence of the chapters. The next chapter focuses on various employee turnover and retention challenges faced by other institutions. Various retention strategies for adoption are suggested.

CHAPTER 2: THEORETICAL FRAMEWORK AND EMPLOYEE RETENTION MODELS

2.1 INTRODUCTION

The previous chapter has provided the general overview of the research, including the background and rationale for the study, as well as the statement of the research problem and purpose of the study. Since no single theory or model can be applied to motivate employees so that they do not leave their current organisations, a number of theories and models have been developed with the purpose of fostering employee retention and thus reducing the high staff turnover rate in the workplace. This chapter focuses on the theoretical framework and employee retention models. The following theories are discussed because they are applicable to the present situation about the need to motivate employees so that they do not leave their present organisations. The selected theories include Maslow's theory, McGregor's Theory X and Theory Y, Herzberg's Two-Factor Theory, Acceptance Theory, Equity Theory, Aldefe's ERG Theory, as well as Locke and Latham's Goal-Setting Theory. The following three models are also discussed because they are considered as the most important models on employee retention, namely, Zinger's Model, Employee Retention Connection Model, and Integrated Retention System.

2.2 THEORETICAL FRAMEWORK

The theoretical framework of this research comprises of the literature review that includes the main theories linked to employee retention and turnover. These theories include, among others, Maslow's theory, McGregor's Theory X and Theory Y, Herzberg's Two-Factor Theory, Acceptance Theory, Equity Theory, Aldefe's ERG Theory, as well as Locke and Latham's Goal Setting Theory. The research also explores the relevancy of these theories in the context of the IUCMA.

2.2.1 Maslow's theory

Employee motivation is one of the most important factors that can assist to improve the performance of employees and that of their organisations. Maslow (1943) elaborated a theory called Hierarchy of Needs whereby the motivation assists individuals to satisfy their basic needs. According to Malunga (2003:19), motivation is the measure in which employees commit themselves to achieve the goals and objectives of their organisation. Armstrong (2006:251) defines the motivation theory as one that studies the process of motivation and clarifies the behaviour of employees in the workplace. Armstrong further indicated that the Motivation Theory explains and clarifies what needs to be done by organisations to encourage employees to work harder so that the organisational objectives can be achieved, and employees' needs can be satisfied.

Maslow's theoretical assumptions are supported by other theorists. In support of Herzberg and Maslow's theories, according to the Economist (2008:1), Robert Owen's Theory of Motivation suggests that employees perform well if they are supervised and managed well. Robert Owen's theory further indicated that employees could stay longer in an organisation if they would be given good working conditions which, among others, include better salaries, performance bonuses and notch progression, housing and medical aid allowances, better pension, as well as other service conditions and benefits.

In support of Maslow's theories, the following critical considerations emerge from Robert Owen's theory:

- Employees in their workplaces are responsible for the tasks or functions allocated to them. Therefore, they need independence to perform effectively and efficiently.
- Organisations should look after their employees because if employees are treated well, their organisations will achieve the set objectives and employees are likely to remain longer in those organisations.

In support of Maslow's Hierarchy of Needs Theory and Robert Owen's theoretical view of non-monetary incentives as being most effective on employees who are meeting their basic needs, the ERG model (Alderfer 1972) also states that non-monetary incentives are necessary in motivating employees in any organisation. According to Nelson (2001:52),

the advantage of a non-monetary incentive is that it helps to reinforce the desired behaviour in a right manner. Conversely, Mayo (2003: 44) argues that employees are not only satisfied by money, but they are also better motivated by the satisfaction of their social needs in the workplace.

Maslow's Hierarchy of Needs Theory suggests that motivation should be created in a hierarchical order, so that the basic needs can be satisfied first, before the other motivation levels. The view of Robbins and De Cenzo (2001:272) regarding Maslow's theory is that a need that is satisfied cannot motivate an individual. Maslow's hierarchy of needs comprised of the following five needs:

- **Psychological:** this need includes hunger, thirst, shelter, sex, and other bodily needs.
- **Safety:** this need relates to security and protection from physical and emotional harm.
- **Social:** this need involves affection, a sense of belonging, acceptance, and friendship.
- **Esteem:** this need refers to internal factors such as self-respect, autonomy, achievement, and external factors such as status, recognition, and attention.
- **Self-actualisation:** this need includes growth, achieving one's potential, and self fulfilment. According to Robbins and De Cenzo (2001:272), this need is the drive that makes people what they are. Maslow's hierarchical model of needs is indicated in Figure 2.1 below.

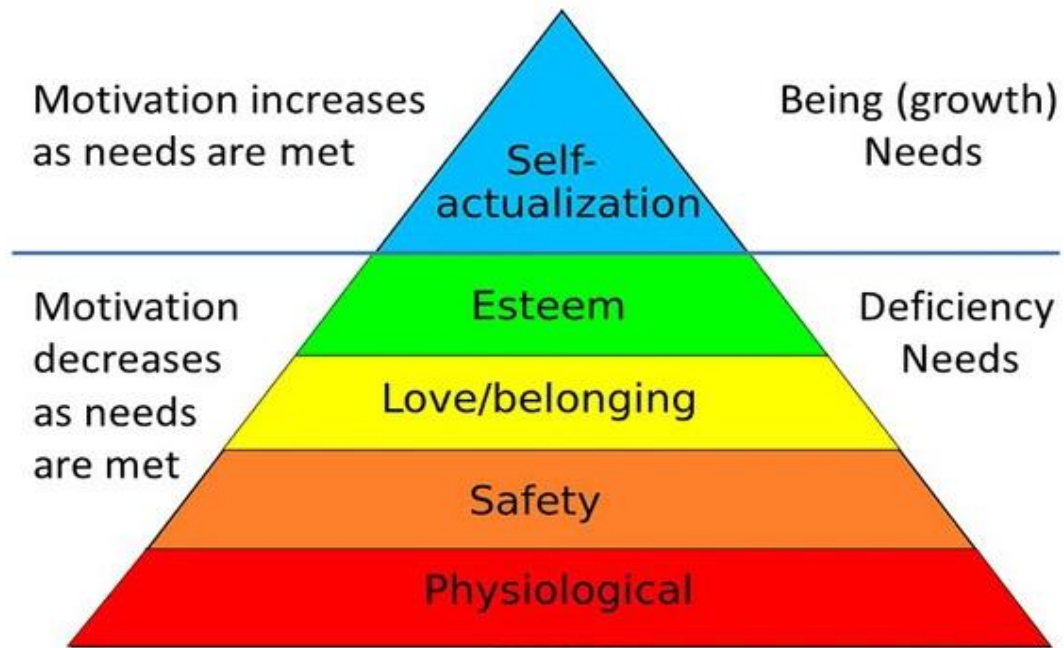


Figure 2.1: Maslow's hierarchy of needs

Source: Abraham Maslow, *Motivation and Personality*, 1954

According to Griffin and Moorhead (2010: 86-87), the three needs from the bottom, physiological, security and belonging, are deficiency needs because they should be fulfilled so that people can be comfortable. Griffin and Moorhead (2010: 86-87) further indicated that the top two needs, self-actualisation and esteem, constitute growth needs, since they only focus on a person's growth and development. This means that once one of the above-mentioned needs is satisfied, the next need becomes a priority. Robbins (2003:157) assumed that the higher order needs are satisfied internally, and the lower order needs are satisfied externally. Maslow's theory provides the basis to understand the needs that drive employees' motivation. In the workplace, Maslow's hierarchy of needs can be explained as follows:

- Physiological needs: employees should work reasonable hours, so that they can have enough time to rest.
- Security: employees should work in a safe and healthy environment, including job security.
- Belonging: team spirit in the workplace should be supported and encouraged by management.

- Esteem: employees should feel a sense of self-esteem and be esteemed by colleagues.
- Self-actualisation: employees need to be given an opportunity to attend trainings for their own development.

Maslow's theory suggests that lower needs must be satisfied to track the high order needs. Maslow's theory of interference is that non-monetary incentive can be good for employees who meet their basic needs. Therefore, the satisfaction of basic needs alone is not enough to motivate employees in the workplace.

Several studies were conducted in the past years to assess the validity of Maslow's theory. Only few studies have supported Maslow's theory. It was proven that Maslow's theory did not achieve clear empirical validation. Moreover, there is insufficient proof that individuals' needs are arranged in line with the hierarchical lines of Maslow's theory. Although Maslow's theory did not attain the necessary empirical validation, it is still the best theory. It can be applied accordingly to retain employees and reduce staff turnover in the workplace.

2.2.2 McGregor's Theory X and Theory Y

Douglas McGregor has proposed two theories which can assist in motivating and retaining employees in the workplace, namely, Theory X and Theory Y. According to McGregor, the main purpose for introducing Theory X and Theory Y was to enable managers and supervisors to make assumptions. This means that managers should change their behaviour towards employees. For Robbins (2003:157), the assumptions made by managers under Theory X include the following:

- If employees do not like work, they will attempt to avoid it.
- Employees should always be monitored, pushed, and promised to be charged to achieve organisational objectives.
- Employees are negligent, they constantly need to be guided.
- Most employees prioritise security over all other needs.

For Robbins (2003:157), the positive assumptions of Theory Y include the following:

- Employees see work as natural.
- Employees are committed to their work, and they control themselves in the workplace.
- Employees can make informed decisions.

In the light of the above, McGregor's Theory X supports the lower order needs of Maslow's theory and the Theory Y validates Maslow's view of higher order needs as priority for individuals. According to Robbins and De Cenzo (2001:273), McGregor assumed that Theory Y is more relevant, and ideas such as participative management and challenging jobs were proposed. The same is applicable to Maslow's Hierarchy of Needs Theory. The validity of McGregor's Theory X and Theory Y in terms of the ability to retain and motivate employees was proven irrelevant, based on previous studies conducted.

2.2.3 Herzberg's Two- Factor Theory (Hygiene and Motivation theories)

John Miner introduced the original Hygiene Motivation Theory by Frederick Herzberg. According to Yudhvir and Yudhvir (2012:59), Frederick Hertzberg developed two theories regarding employee motivation, namely, Hygiene Theory and Motivation theory. According to Hertzberg, hygiene includes factors such as the organisation with its policies and procedures, conditions of service and benefits, salaries, and wages. The Accel Team (2010:2) argued that the hygiene factors do not improve the level of motivation but, without those factors, there will be dissatisfaction.

Herzberg notes that motivation includes what employees normally do on their job. For Miner (2005:63), the outcome of Herzberg's study indicates that job satisfaction is an outgrowth of achievement, recognition, the work itself, responsibility, and advancement. Miner (2005:63) suggests that these five factors are related conceptually and empirically. He adds that the basic needs related to personal growth and self-actualisation are satisfied when these factors are available in a certain job. Miner (2005:64) indicates that dissatisfiers called hygiene factors can remove the dissatisfaction and improve individual performance, when they are properly provided. Miner (2005:64) emphasises that the concentration should be on the work itself. The studies conducted on motivation factors,

as per Herzberg's Two-Factor Theory showed that some factors classified under hygiene factors became part of motivation factors. Robbins' (2003: 159) view is that when job dissatisfaction factors are removed from the job, employees will not necessarily be motivated, and this might lead them to leave the organisation.

Herzberg's theory is also divided into two factors: intrinsic and extrinsic factors. These two factors affect job satisfaction. Intrinsic factors are those that are self-generated. These include achievement, recognition, work, growth, and development. Extrinsic factors refer to salaries, promotions, and working conditions that should be optimum so that employees are motivated (Armstrong, 2006:256). Herzberg's Two-Factor Theory is outlined in Figure 2.2 below.

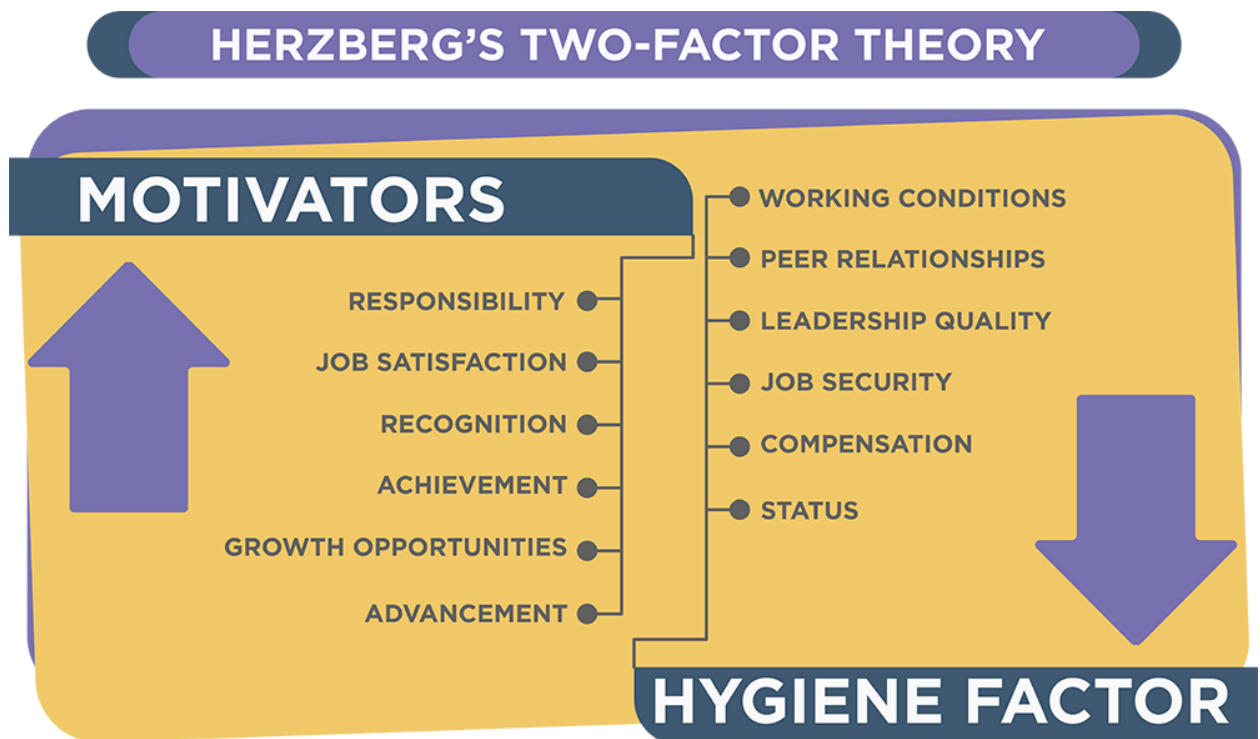


Figure 2.2: Herzberg's Two-Factor Theory

It has been observed that the two theories (Hygiene and motivation) cannot be separated. Therefore, an organisation should have them concurrently. If employees are unhappy in the workplace, service delivery will be affected. Hence, organisations should ensure that

they take care of their employees so that the level of stress and dissatisfaction can be reduced in the workplace.

According to Robbins (2003:160), the following criticisms are levelled against Herzberg's Two Factor Theory:

- People take credit when things go well; however, when things go wrong, they blame the external environment.
- No complete measure is being used.
- The relationship between satisfaction and productivity is assumed, but the methodology used is not on productivity.

2.2.4 Acceptance Theory

The Acceptance Theory suggests that the treatment of employees by the supervisor or manager depends on how employees accept it. The Acceptancy Theory suggests the way employees can accept the treatment from their supervisors or managers will depend on the following (Efere, 2005:7):

- Employees should understand what is expected from them by their supervisors or managers.
- Employees should know if the instructions given are in line with organisational policies and procedures.
- Employees should understand that the functions they are performing lead to the achievement of organisational goals and objectives.

The Acceptance Theory suggests that employees should sometimes accept the supervisor's or management's authority without questioning it or seeking answers from management. The Acceptance Theory states that organisations should consider the following factors to encourage and convince their employees (Efere, 2005:7):

- Establish and maintain a healthy and safe working environment.
- Create an effective communication system.
- Develop reward systems for good performers.
- Encourage and motivate employees.

The Acceptance Theory also emphasises that organisations have a bigger role to play in the workplace by ensuring that:

- All the barriers that could lead to employees leaving their organisations are removed.
- Highly skilled employees are retained.
- Conditions in which very few employees are demotivated are created.

2.2.5 Equity Theory

According to Shah and Shah (2010:5), Adam's Equity Theory suggests that employees can stay longer in their organisations, if they feel that their salaries are equal to the job functions that they are performing. If employees feel that their salaries are not equivalent to their contribution in the workplace, they will start to underperform or leave to join other organisations. Employees start to work harder if they believe that their salaries are better.

According to Adams's Equity Theory, the following conditions should be taken into consideration:

- Employees determine their work outcomes with the inputs needed to achieve those outcomes.
- Employees compare their outcomes with the inputs or the efforts of other employees in the organisation.
- Employees believe that they are treated fairly and equally, if their compensation is equal to what the others receive for similar inputs.

According to Adam's Equity Theory, adequate salaries constitute the most motivating factor for employees in the workplace. For Shah and Shah (2010:5), the Equity Theory draws organisations' attention to the following factors:

- Organisations should understand that competitive salaries are the best tools to attract employees. Therefore, organisations should develop retention strategies and revise their salary policies to retain employees.
- Communication between organisations and their employees is very important. Hence, communication strategies should be improved.

Congruent with Sha and Sha (2010:5) regarding competitive salaries, Gatewood (1995: 469-470) stresses that organisations must ensure that rewards are shared fairly and equally, according to the performance, and that employees should be provided with clarity on the basis for their salaries and remuneration benefits.

In organisations, the underlying concept of the Equity Theory is that, when employees are motivated, employers should ensure equity by introducing mechanisms to resolve existing inequity circumstances. In the situation whereby equity is not practised, the organisations will have low performance and high staff turnover, and employees will leave their present organisations.

2.2.6 Aldefer's ERG Theory

Similar to Maslow, Aldefer organised employees' needs in a hierarchy. According to Gibson (1997:131), Adelfer's hierarchy consists of the three needs described follows.

- Existence: these are the needs that are satisfied by factors such as food, water, salaries, and working conditions.
- Relatedness: these are needs satisfied by factors such as social and interpersonal relationships.
- Growth: these are needs that are satisfied by means of creative and productive contributions by an individual.

As with Maslow's, Aldefer's ERG theoretical assumptions are supported by other theorists. In support of Gibson's (1997:131) view that the satisfaction of lower order needs can lead to the desire to satisfy higher order needs, Armstrong (1993: 156) indicates that more than one need can be available at the same time and the pressure of making an effort to satisfy the higher order need can lead to the desire for a lower order need. Similar to Maslow's theory, Aldefer's ERG theory did not provide enough empirical validation. Nonetheless, it can be adopted to retain employees and reduce staff turnover in the workplace, provided that it is applied accordingly.

2.2.7 Locke and Latham's Goal Setting Theory

Locke and Latham's Goal Setting Theory appreciates the significance of goals in improving the performance of employees in the workplace. According to Gatewood (1995:476), goals provide direction and create patterns for persistent employee behaviour. For Locke (2000:109), employees should be committed to a goal once it is set, because without commitment, setting a goal is worthless. This view was supported by Gatewood's (1995:476) statement that providing feedback on goals is important to determine the performance of both the employee and the organisation. According to Schultz (2003: 61), the Goal Setting Theory has been criticised for the following:

- The Goal Setting Theory might have a negative impact, if interpreted in a manner suggesting that employees are to be controlled through close monitoring of their performance in the workplace.
- The Goal Setting Theory is more effective on symbol jobs such as typing and production, as opposed to complex jobs that constitute the core functions of organisations, such as engineering.
- The Goal Setting Theory encourages game-playing.

When considering the advantages and disadvantages of the Goal Setting Theory, it can be concluded that it is difficult to adopt this theory in retaining employees and reducing staff turnover. This is because employees might be tempted to set goals that are easy to attain, and managers might set goals that are difficult to achieve to test the reactions of the employees.

2.3 RETENTION MODELS

Employee retention is an opportunity that management should use to support their current employees, to ensure that they remain in their organisations. The three most important models on employee retention are Zinger, Employee Retention Connections, and Integrated System for Retaining Employees (Nazia & Begum, 2013:361).

2.3.1 Zinger model

Nazia and Begum (2013:363) construe the Zinger model as the process whereby people are approached, through connections, to assess the roles, performance, organisation, community, relationship, customer, development, and energy. These work connections are subsequently measured in terms of outputs or results. According to the Zinger model, employee retention focuses on achieving the desired organisational results. The Zinger model views connection as the key element of employee retention. Figure 2.3 below presents the Zinger model.

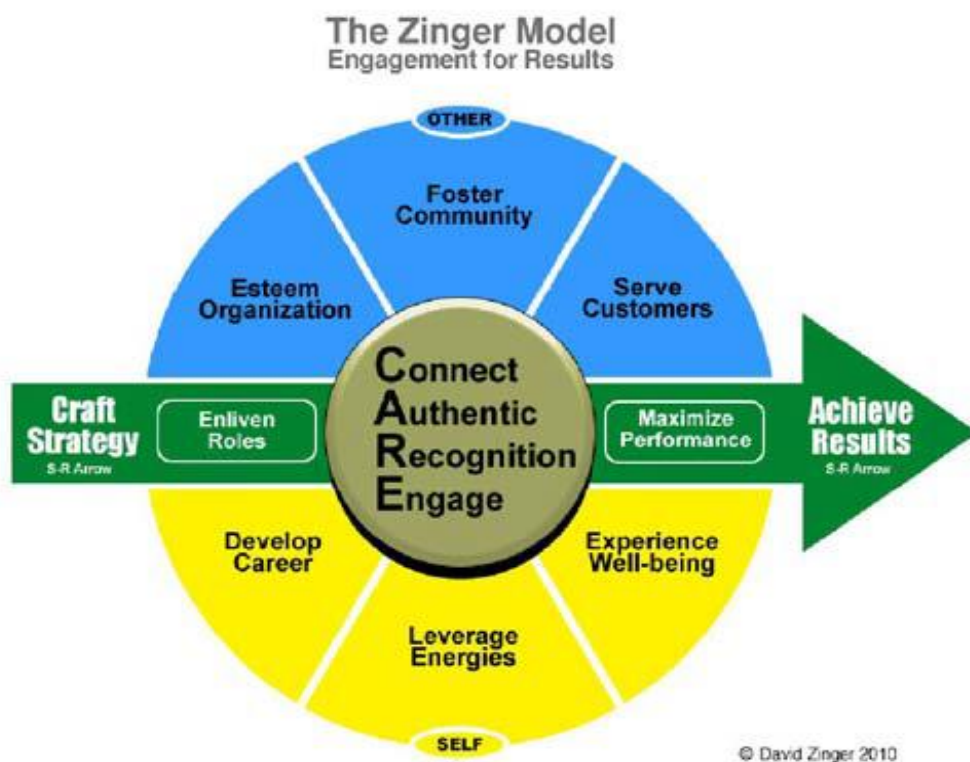


Figure 2.3: Zinger model

Source: Nazia & Begum (2013).

According to Nazia and Begum (2013:363), employee retention is aimed at ensuring that organisational goals and objectives are achieved, based on the Zinger model. For an organisation to achieve its goals and objectives, it should ensure that a clear strategy is developed. Connection and engagement should always be considered regarding employee retention. Perrin (2008:5) identifies a strong linkage between engagement and retention. Similarly, the Harvard Business School Press (2006:81) believes that engaging

employees is a very important element of retention. Cook (2008:59) regards well-being, information, fairness, and involvement as the key elements enabling organisations to drive engagement. Whitecomb (2012: 88) emphasises that retaining and engaging employees results in customer satisfaction. He further notes that the employee-retention rate is influenced by the existence of well-trained and engaged employees in an organisation. Therefore, the Zinger model is very important in employee retention, since it clarifies what organisations should do to retain their employees.

The Zinger model emphasises that employee retention contributes to good performance management. This model also advises that employees should experience personal and professional development by attending training and courses. It adds that employees need to engage in and experience healthy wellbeing. This view is reinforced by Netswera's (2005:39) view that employees enjoy working under safe and healthy environments. This means that organisations should retain employees and provide healthy working environments, since organisational results depend on employees' health and productivity.

2.3.2 Employee Retention Connection model

The Employee Retention Connection model focuses on three factors that can assist organisations to retain their employees, namely, stimulating work, leadership, and reward. Netswera (2005:39) highlights that work can be made stimulating by providing employees with proper resources, opportunities for them to be promoted, as well as training and development. Likewise, Samuel (2009:412) argues that work is stimulating when employees are motivated by internal factors such as achievement, recognition, the work itself, responsibility, and growth. This view is supported by Chapman (2009:126) who observes that employees enjoy working in a conducive environment providing enough resources for them to perform their duties.

One of the most important tasks for a leader is to inspire the shared vision of the organisational direction and to develop the capabilities of the other members. Motivational leadership is needed in an organisation since it helps to retain employees. Therefore, leaders should ensure that they champion change and allow their staff to bring new ideas in the workplace. It is the responsibility of organisations to reward employees who have performed satisfactorily. In the public sector, employees who have performed

satisfactorily or above target are awarded performance bonuses and pay progression in terms of the Employee Performance Management and Development System Guide (2009:26) provided by the Department of Public Service and Administration (DPSA). Figure 2.4 below illustrates the Employee Retention Connection model:



Figure 2.4: Employee Retention Connection model.

Source: Panda (17 September 2019)

Govaertz (2011:37) argues that positive relationships with management discourage employees from leaving their organisations. Salie and Schlechter (2012:11) state that employees are motivated if they are rewarded and recognised. This shows that through rewards and recognition of employees, the staff turnover rate can be reduced. This assertion indicates that stimulating work, leadership, rewards, and recognition are the primary drivers of employee retention. Therefore, it is important for organisations to develop an employee retention plan, so that the turnover rate can be reduced.

2.3.3 Integrated System for Retaining Employees

For the Employee Retention Connection to function effectively and efficiently, it needs to transform organisational culture based on a five-phased approach. The latter involves analysing the organisational climate, designing stimulating work, training motivational

leaders, building competency and ensuring career development, as well as recognising and rewarding performance. Figure 2.5 below presents the Integrated System for retaining employees.



Figure 2.5: Integrated Retention System

Source: Competitive Advantage Consultants (2003).

Shafritz (1985:522) defines a system as an organised collection of parts prepared to reach a specific goal. Therefore, for the organisation to retain employees, the interaction system is necessary. The first phase of the Employee Retention Connection is analysing the organisational climate. In this phase, organisations should analyse their motivation and retention culture by conducting surveys and focus groups. The aim of these probes is to identify the motivating and demotivating factors of the culture. Kreitner and Kinicki (1998:47) argue that the assessment of the organisational climate, as espoused by Herzberg's theory, is necessary for the improvement of cultural practices. It is therefore important for organisations to know and understand the motivating factors of their employees.

Kreitner and Kinicki (1998:47) concur that assessing the organisational climate, as espoused by the Herzberg theory, is important in the endeavour to improve cultural practices in the long term. The second phase of the Employee Retention Connection is

the designing of stimulating work. Once organisations understand the motivating and demotivating aspects of their organisational culture, the next step is to design high-involvement job and work assignments that include a wide variety of functions or tasks, learning opportunities, power to make informed decisions, as well as the provision of outcomes, resources, and support to be successful. The third phase of the Employee Retention Connection is the training of motivational leaders. It is the responsibility of organisations to train and develop their supervisors and managers in proven motivation methods. According to Hollenbeck (2010:87), development includes acquiring knowledge, skills, and competency to improve employees' performance in the workplace. This is so that organisational goals and objectives can be achieved. The most important aspects of development are raising the standard level of employees' living through competitive salaries and trainings, and the creation of a conducive work environment. Johnson (2007:80) notes that employee retention depends on management and leadership skill. If the leaders or managers of organisations are not well-trained and have poor people skills, the employees can leave these organisations within a short period of time. The training of supervisors and managers should include inspiring a shared vision and direction, development of the capabilities of the other employees, promotion of organisational change, recognition, and appreciation of employees' performance, and serving as role models. The fourth phase of the Employee Retention Connection is competency building and career development. Organisations should develop their employees' career path and skills by designing career paths, identifying the core competencies for different paths, and earmarking some core positions for succession planning purposes. This view was emphasised by the American Society of Health System Pharmacist's report (2003:590), which proposes that organisations develop a succession plan to accommodate the need of employees, so that they cannot leave their organisations. The fifth phase of the Employee Retention Connections is recognising and rewarding performance. Organisations should develop reward and recognition systems that suit their organisational culture by identifying activities and contributions which should be recognised and rewarded. This phase indicates that development and the rewarding of good performance play a crucial role in retaining employees. Salie and Schlechter (2012:56) note that employees work hard in their organisations if they are acknowledged and rewarded. London and Higgot (1997:328) argue that the employee reward and recognition processes should always be in place so that employees cannot leave.

The integrated retention system provides a clear picture that if employees can be developed, recognised, and rewarded, it becomes difficult for them to leave their organisations. The integrated employee-retention system has proven effective and relevant mainly due to its recognition of employees' retention as an integral component of organisations' ability to achieve their objectives. This statement is supported by Connolly and McGing's (2007:202) statement that rewards can be a compromise of financial and non-financial aspects. They indicated that financial rewards can be in the form of incentives, bonuses, or salary increment; while non-financial rewards can be recognition as employee of the month or the year, appreciation of the good work done, or verbal praising of the employee.

From all the retention models discussed, employees are mostly motivated if their organisations provide training and development, and reward and recognise employees' performance. Though the Employee Retention Connection model provides managers and organisations with a crucial tool through which they can build retention programmes for their employees, this research will adopt the integrated retention system model. This is because all the aspects that need to be considered by organisations in striving to retain employees and reduce the high staff turnover rate are incorporated in the integrated retention model. The other models only have few employee motivation aspects which are unclearly defined and explained, compared to those of the integrated retention system. It is evident that employees' retention has improved through concerted efforts aimed at rewarding and offering career development to employees in their current workplace.

2.4 SUMMARY

This chapter has discussed different theories and models which are useful in the retention of employees and the reduction of the high staff turnover rate. The need to motivate employees cannot be underestimated in organisations' endeavour to retain their employees and thus reduce the staff turnover rate. Therefore, organisations should treat their employees as the most important assets, so that organisational objectives can be achieved. It is the responsibility of organisations to investigate why their employees leave, so that the root causes of the turnover rate can be addressed. Maslow's theory, Herzberg's Two-Factor Theory and McGregor's Theory X and Theory Y are criticised, and

questions are raised pertaining to their validity. Nevertheless, they are good in explaining what motivates employees so that they cannot leave their organisations.

The Zinger model explained that employee retention focuses on achieving organizational results. Therefore, organisations should develop strategies to achieve those results. Connection is central to employee retention. The Employee Retention Model elaborated the primary drivers of employee retention in an organisation. The integrated Retention System is considered as the best system to be adopted and applied by organisations in striving to retain employees and reducing the turnover rate in the workplace. This chapter concludes that employee retention can be practised in a better way, if organisations can motivate employees through better remunerations or salaries, employee reward, training and development, and performance bonuses. The next chapter focuses on the literature review on employee retention and turnover.

CHAPTER 3: LITERATURE REVIEW

3.1 INTRODUCTION

The previous chapter presented the theoretical framework and employee retention models. Employee turnover and retention may have a negative impact on the effectiveness of organisations if they are not managed effectively and efficiently. This chapter explores the literature on employee retention and turnover. The views of different authors and the findings of the research previously conducted in the field of employee retention and turnover are discussed. Various definitions of employee turnover and retention are also discussed to achieve a deeper understanding of employee turnover and retention aspects. The types of employee turnover, the causes of employee turnover, the management of employee turnover, the impact of motivation on employee turnover, and organisational strategies to retain employees are explained.

3.2 EMPLOYEE TURNOVER

Grobler, Warrnich, Elbert and Hatfield (2006:125) define employee turnover as the situation whereby employees have left their organisations, are leaving their organisations, or intend to leave their organisations for specific reasons. for Page (2001:17), employee turnover includes the movement of personnel from one institution to another. Morrell, Loan-Clarke and Wilkinson (2001:4) provided a similar definition construing employee turnover as the voluntary resignation of an employee from an organisation. Samuel (2009:411) reinforces that employee turnover is the process whereby employees leave their employment to other organisations and should therefore be replaced. In the same vein, Armstrong (2006:59) indicated that employee turnover is the process by which employees leave their organisations and join other organisations. Armstrong (2006:59) further defined employee turnover as the rate at which organisations gain and lose employees. Employee turnover negatively affects organisations in different ways. Hendricks (2006), quoted by Samuel (2009:11), suggests that employees with scarce skills are in demand in the market and that organisations struggle to attract and retain them. The IUCMA is in a situation where the appointed scarce skills employees (scientists, hydrologists, and engineers) do not stay long. Generally, employees leave

organisations because they are unsatisfied with their work. In the context of this research, employee turnover is defined as the process whereby the workforce profile of institutions is dropping because of employee resignations.

3.3 TYPES OF EMPLOYEE TURNOVER

Mullins (2005:65) indicates that employee turnover can sometimes be observed in terms of positive and negative influence in an organisation. A positive employee turnover can create a new job in recognition of organisational expansion, while negative turnover can affect the organisation's performance. Swanepoel (2003:442) explains that positive employee turnover normally occurs in an individual. Steers (2002:27) observes that negative employee turnover normally happens at a large scale. McConnel (2004:278) notes that whether employee turnover is negative or positive, the organisation will still experience some problems when employees are moving or shifting from one organisation to another. This view is shared by Mathis and Jackson (2007:103) who indicate that organisations will face a situation whereby the staff morale can be very low, if the employee turnover is not managed and controlled effectively and efficiently. For Hamermesh (2001:150), it is advisable for organisations that are affected by the negative employee turnover to conduct exit interviews. Conducting these interviews with employees who are leaving ensures that organisations know exactly what prompts employees to leave. Based on the above statements, it is evident that staff leaving to join other organisations affect their former organisation's productivity.

3.3.1 Voluntary turnover

For Dess and Shaw (2001:446), voluntary turnover is when employees leave their organisations for personal reasons. This means that the employee decides and initiate to leave the organisation. This view is shared by Shaw, Delery, Jenkins and Gupta (1998:511) who define voluntary employee turnover as a situation whereby the employee decides to quit the organisation. Lee and Mitchell (1994: 51-89) observe that, in most instances, voluntary turnover might be caused by job dissatisfaction, job stress, as well as the lack of adequate resources and career growth. Lee and Mitchell (1994: 51-89) state that voluntary turnover can be managed and controlled by organisations.

The findings of many research studies conducted on voluntary turnover have shown that the most influential factors of voluntary turnover are job alternatives, knowledge intensity, and the nature of work. The availability of job alternatives was considered as the first and most important factor of voluntary turnover. This means that employees leave their organisations because they have another opportunity in another organisation. Muchinsky and Morrow (1980:235) establish a good relationship between the unemployment level, job alternatives, and intentions to quit. This signifies that if there is high unemployment rate within organisations, the chances of job alternatives and employees leaving their organisations will be low. This statement is corroborated by Gehart (1990:263-290) who indicates that in most instances, the intention to leave an organisation result in voluntary turnover, especially when job alternatives are available.

Voluntary turnover is also divided into functional and dysfunctional turnovers. Functional turnover refers to the resignation of underperformers employees, while dysfunctional turnover relates to the resignation of best. The dysfunctional turnover has a negative impact on the performance of organisations. Thus, organisations should ensure that they manage dysfunctional turnover to achieve their organisational objectives. Taylor (1998:74) notes that dysfunctional turnover is further categorised into avoidable and unavoidable turnovers.

3.3.1.1 Avoidable and unavoidable turnover

Morrell, Loan-Clarke and Wilkinson (2001:4) highlight the importance for organisations to differentiate between avoidable and unavoidable turnover, as this determines the assistance required on employee turnover issues. Avoidable turnover is caused by the low salaries offered by organisations, poor working conditions and environment, and so on. Therefore, organisations can prevent avoidable turnover by ensuring that their employees are motivated. Taylor (1998:74) notes that unavoidable turnover results from family movement from one place to another, illness, death, and so forth. Yet, organisations have no control over those instances. Morrell, Loan-Clarke, and Wilkinson (2001:4) contend that organisations can prevent avoidable turnover by hiring and continuously motivating their employees. Morrell, Loan-Clarke, and Wilkinson (2001:15) further observe that the phenomenon of turnover is psychological and costly. Various factors

which include personal factors, work environment factors, and external factors are used to evaluate the major causes of employee turnover in organisations. Based on the above, it can be concluded that voluntary turnover is based on employees' personal decision to resign from their current organisations and join other organisations. Conversely, an involuntary turnover is one initiated by an employer to terminate employment relationships with an employee.

3.3.2 Involuntary turnover

Shaw, Delery, Jenkins and Gupta (1998:511) define involuntary turnover as a situation whereby organisations decide to terminate some of their employees' contracts due to some other reasons. This view is congruent with Ferguson and Ferguson's (1986:43-44) explanation that involuntary turnover happens due to employees' retirement, death, and dismissal. Ferguson and Ferguson (1986:43-44) add that if employees decide to leave their organisations due to valid reasons such as taking care of seriously ill family members, such turnover can be considered involuntary. This is because these employees have no choice or control. Cappelli (1992:203-217) adds that involuntary turnover can also be applied by organisations to their employees due to restructuring processes aimed at saving organisational costs.

Therefore, it is important for organisations to differentiate between voluntary and involuntary turnover. Organisations should know what their employees need. Conducting exit interviews is thus very important. However, Campion (1991:199-212) warns that employees who are leaving their organisations may not want to disclose the reasons they are leaving, since they are dependent on these organisations' future references. Campion (1991:199-212) adds that even the interviewers might not want to put organisations and employees in a bad situation. Based on the above, it can be concluded that involuntary turnover is one started by organisations to terminate employment relationships with some employees due to some other reasons.

Griffeth and Hom (2001) have provided a framework for employee turnover, as reflected in Figure 3.1 below.

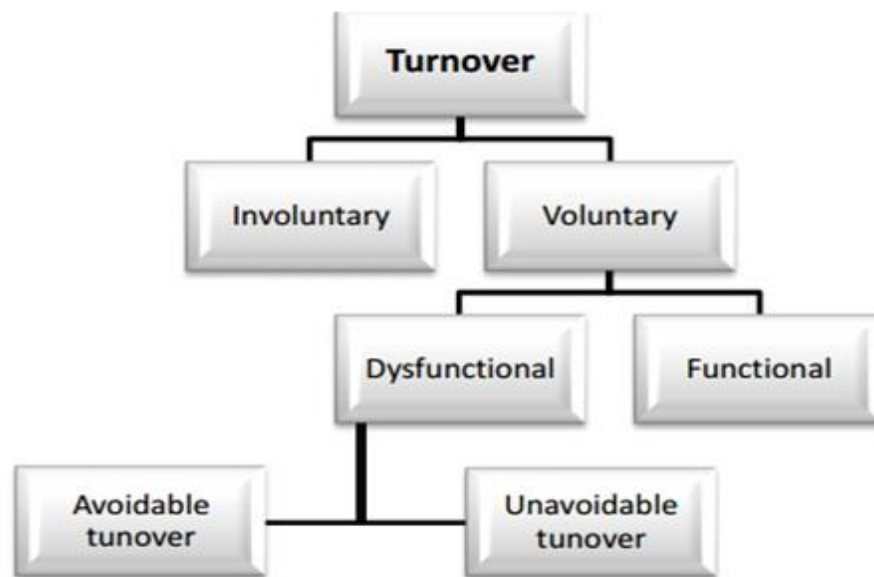


Figure 3.1: Framework of staff turnover

Source: Adapted from Griffeth and Hom (2001).

3.4 CAUSES OF EMPLOYEE TURNOVER

Extrinsic and intrinsic factors cause employee turnover. Organisations should therefore be aware of all the causes of employee turnover so that they can address them in time.

3.4.1 Extrinsic factors

The extrinsic factors are those on which the employee does not have control. They include career promotion, training and development, salaries, job satisfaction, management, and recognition.

3.4.1.1 Career promotion

Netswera (2005:39) identifies opportunities for career promotion as one of the most important reasons employees stay longer in their organisations. Bajpai and Srivastava (2004:89-99) note that the sense of growth and career development is offered by promotion. For Robbins (1989:152), employees expect their organisations to have

internal promotion policies that are fair and accommodative of staff career promotion. Friday and Friday (2003:426-442) argue that career promotion determine employees' attitudes towards institutional policies on promotions. In addition, Bajpai and Srivastava (2004:89-99) remark that promotion does not only provide employees with opportunities for personal growth, but it also increases their social status. Hence, organisations should develop policies and career paths which will allow their employees to grow. The development of promotion policies will not only encourage employees to be productive but will also increase their morale as they will feel recognised.

3.4.1.2 Training and development

Paul (2004:201) views training and development as a human resource function whereby employees are capacitated with a specific skill to improve their performance. Netswera *et al.* (2005:39) construes training as the process in which employees are developed, which will assist in the endeavour to reduce staff turnover. Organisations should ensure that employees are regularly developed, so that the objectives of the organisations can be achieved. According to Fox and Meyer (1996:36), development is the process of increasing the quality and performance of employees. Furthermore, Noe and Hollenbeck (2010:87) state that development involves adding knowledge, skills, and competency to employees to improve their ability and performance in the workplace.

Booyens (2000:53) observes that for an organisation to achieve its goals and objectives, management should develop, manage, and evaluate programmes focused on developing employees for their personal growth and the benefit of the organisation. Booyens (2000:387) adds that training and development helps the organisation's management to meet their human resource requirements. In this regard, Kirschenbaum and Weisberg (2002:389) warn that if employees are not trained, their jobs become frustrating, which can cause these employees to leave their organisations. Nel (2004:373) suggests that organisations have and implement career development, based on the following reasons:

- Employees' career development reduces their organisation's employee turnover rate.
- Employees' performance is improved when they are given training and development opportunities.
- Due to the increase in technology, employees should learn new skills.

Falkenburg and Schyns (2007:711) emphasise that organisations should continuously provide training to increase their employees' knowledge, skills, and competency. George and Jones (2002:123) note the existence of various methods that organisations should use to provide continuous training to their employees:

- Organisations should offer their employees bursaries to study qualifications relevant to their job.
- The management should support employees and enable them to attend short courses, trainings, workshops, seminars, and conferences to develop them and thus reduce the employee turnover rate.

Clearly, the training and development of employees is a critical issue that management should investigate and address to retain their employees. Through training and development, organisational performance improves since the morale of the staff increases.

3.4.1.3 Salaries and wages

Luthans (1995:127) states that competitive salaries and wages are significant. Therefore, if employees' salaries are competitive and market related, it is not easy for employees to leave their organisations. Smith, Kendall and Hulin (1969:55) observe that, in most cases, employees are satisfied if their current salaries are better than their desired salaries. Armknecht and Early (1972:31-37) suggest that the most significant factor determining voluntary separation is the level of income. Burgess (1998:55-58) confirms that for organisations to decrease their employee turnover rate, they should ensure that their pay scales and wage policies are well developed or designed, and competitive in the market. However, Berkowitz (1887:544-551) contends that there is no strong relationship between job satisfaction and salaries. This is in line with Atchison's (1999:18-23) view that pay increase only temporarily solves the problem of the low levels of satisfaction; therefore, it is not reliable.

3.4.1.4 Job satisfaction

Churchill, Gilbert, Ford, Hardley and Walker (1974: 225) described job satisfaction in terms of the characteristics of the job, job security, and a work environment that employees find either satisfying or unsatisfying. Park (2003:4) argues that employees are more productive and motivated in doing their jobs only if they have ownership of their jobs. For Dawis (1992:69-88), employees are satisfied with their jobs if their knowledge, skills, and competencies are utilised and recognised by their organisations.

It is evident that job satisfaction is determined by employees' perceptions. This is supported by Sempane, Rieger and Roodt who indicate that employees assess their job in terms of factors that they perceive as essential for themselves. Sloane and Williams (2000:473-502) highlight that job satisfaction is affected by several job-related factors such as salaries, conditions of services and benefits, recognition, and the relationships between employees and management. Most of the research conducted on employee turnover has proven that when employees are not happy with their jobs, they tend to leave their organisations. This implies a close relationship between job satisfaction and employee turnover. Thus, it is imperative for organisations to provide their employees with satisfying jobs so that employee turnover can be minimised. According to Spector (1997:62), employees who do not enjoy their jobs will try to find an alternative job in another organisation, which will increase organisations' staff turnover rate.

3.4.1.5 Management

Much of the research conducted has shown that supervisors and managers have a significant impact on employee turnover, since most employees leave their organisations because of their weak relationship with their supervisors or managers. According to Borstorff and Marker (2007:14-27), the relationship between supervisors or managers and employees influences the latter's decision to stay in the organisation. This is congruent with Dobbs' (2001:1) affirmation that the period an employee stays in an organisation depends on the relationship they have with their supervisors or managers. Egan, Yang and Bartlett (2004:279-301) contend that employees job satisfaction increases only if their supervisors or managers show an interest in employees' wellbeing.

Thus, supervisors and managers should continuously provide support to their employees so that the latter do not leave the organisation.

3.4.1.6 Recognition

Robbins (2003:102) states that employees, at all levels of organisations, need to be recognised for their achievements and good work. This resonates with Steers' (2002:59) observation that one premise inherent in Herzberg's theory is that most employees want to do a good job; therefore, if they do a good job, management should recognise such employees. When employees are recognised, they feel honoured and the potential for them to leave the organisation is reduced. It is the responsibility of organisations to set clear, specific, measurable, and realistic targets for their employees. The latter should know exactly what is expected from them. It is also imperative that employees receive regular and continuous feedback on their performance on the job. This enables management to assist as soon as possible, in case of underperformance. Tyani (2001:176) cautions that employees should not be overloaded with work in the endeavour to achieve the set targets.

3.4.2 Intrinsic factors

Armstrong (2006:254) described intrinsic factors as those that influence employees' responsibility, autonomy, and advancement opportunities. These factors affect employees' wellbeing, which can lead them to leaving the organisation. Intrinsic factors include job fit, employee personality, and demographics.

3.4.2.1 Job fit

Grobler, Carell, Elbert, Hatfield, Marx and Vander Schyf (1998:174) advise that during recruitment and selection processes, organisations should ensure that the selected candidates are fit for the job. Grobler *et al.* (1998:174) explain that if the selected candidates are fit for the job, it will increase their level of job satisfaction. Clearly, candidates should be fit for the job so that organisations can achieve their objectives. Moreover, if employees are fit for the job, it will reduce the employee turnover rate. This is confirmed by Grobler *et al.*'s (1998:174) who argue that candidates who accept the

offer in an organisation and cannot perform to the required standard of the position do not stay longer. This is because they will not be productive, and they will be frustrated. It is therefore advisable that organisations appoint candidates who are fit for positions and meet all the requirements, so that the employee turnover rate can be reduced.

3.4.2.2 Employee personality

Weiss and Cropanzano (1996:74) remark that employee personality can affect the experience of emotional happenings in the employee's work, which can also have a negative influence on their job satisfaction. Davis-Blake and Pfeffer (1989:385-400) caution that the job characteristics and organisational environment might affect employees more than individual differences. It is evident that personality has a major impact on job satisfaction and leads to increased employee turnover rate, if not addressed satisfactorily.

3.4.2.3 Demographic factors

In the context of this research, demographic factors refer to variables which include employee age, gender, and marital status.

3.4.2.3.1 Age

Kacmar and Ferris (1989:201-207) state that age has a negative impact on employee turnover, since employees leave organisations due to retirement, once they reach the set age. The retirement of employees when they reach a certain age is also legislated in the Labour Relations Act (Act 66 of 1995, as amended). Even if employees must leave their organisations due to old age, Martocchio (1989:409-414) argues that in most cases, older employees are satisfied with their jobs, unlike younger people. This means that most of the older employees do not normally leave their organisations; instead, they stay until their retirement time. Martocchio (1989:409-414) further indicates that older employees stay longer in their organisations for the sake of their families, since they do not want to relocate anymore. Based on research done concerning the impact of age on employee turnover, younger employees are responsible for the increases in the employee turnover.

3.4.2.3.2 Gender

Vallabh and Mhlanga (2015:3) identify gender as one of the demographic factors that have the biggest impact on the success of organisations. Turetgen, Unsal and Erdem (2008:71) argue that gender differences in diverse cultures have varying effects on organisational success. This statement is supported by Sajilan (2015:39) who underscores that gender is an important factor in any organisational performance. Nonetheless, Rydstedt and Evans (1998:56) note that one of the most difficult tasks encountered by investigators of sex difference in organisational setting is to compare the performance of men and women. Billingsley and Cross (1992:453-472) indicated that, based on the research undertaken on the impact of gender on employee turnover, no difference exists between the genders in terms of the level of job satisfaction in an organisation. Even though sex refers to the biological differences between males and females, the list of actual differences is possibly long. The study conducted by Yammarino and Dubinsky (1988:66) on the influence of gender on performance found gender-related job differences. It is evident that the gender issues between men and women in the workplace need to be examined as they might contribute to employee turnover.

3.4.2.3.3 Marital status

Chambers (1999:69-75) states that most of the employees who are married are satisfied with their jobs. This is because married employees do not want to relocate to other organisations and leave their family behind. This view is shared by Robbins (2003:45) who contends that marriage imposes increased responsibilities that render a job very important, which results in most married employees not leaving their organisations. Jordan and Ziteck (2012:13) highlight the perception that married women are less suitable for employment as compared to single women. Many studies conducted on the impact of married employees on organisational performance found that women who held both work and family roles reported better physical and mental health. Furthermore, these women reported better job performance, compared to single women. Thus, if most of the employees are married, the organisational turnover rate is low.

3.5 MANAGING EMPLOYEE TURNOVER

Gardner (2009:47) suggests that organisations can reduce their employee turnover rate by adopting and implementing the following five steps in managing employee turnover.

3.5.1 Step 1: Provide a good working environment for employees

Neo (2006:354) affirms that the main reason employees leave their organisations is the unfavourable relationship that employees have with their supervisors. This is congruent with Gardner's (2009:109) advice that organisations should ensure that managers possess the skills and knowledge that will assist them to understand their subordinates' needs. Therefore, it is important for organisations to provide a positive working environment to their employees, so that the latter do not leave due to uncondusive working conditions.

3.5.2 Step 2: Recognise and reward good performance

Employees who perform satisfactorily or beyond the contracted or expected level deserve rewards. In terms of Department of Public Service and Administration's (DPSA) Employee Performance Management and Development System (EPMDS), government departments need to develop and implement Performance Management and Development Systems (PMDSs) fairly. Samuel *et al.* (2009:412) emphasise that employees are motivated by internal factors such as achievement, recognition, good working environment, appreciation for good work done, responsibility, advancement, development, and growth.

Most institutions reward and recognise their current employees with monetary gifts. Employees can also be rewarded by means of a word of appreciation from the manager or supervisor, saying 'Thank you for the good job you have done'. In the public sector, employees who perform satisfactory and above the contracted level are rewarded through bonuses and pay progression, in terms of the EPMDS (2009:26) guide from the DPSA.

For Erasmus (2006:368), the most important part of formal reward and recognition systems is linked to organisational objectives and values. Erasmus (2006:369) indicates

that reward systems that are employee-based are more effective if the recognition is related to employees' needs. This includes time off, flexible working hours, and job sharing. It is imperative that organisations ensure that rewards given to employees be meaningful. This is so that employees can be attracted and retained.

3.5.3 Step 3: Involvement and engagement

Gardner (2009:210) notes that employees may come to work only to realise that they are not engaged and productive. Erasmus (2003:324) stresses that it is the responsibility of organisations to ensure that employees are engaged in all organisational activities, as this will reduce employee turnover. This means that if employees are not engaged in any organisational development and change processes, it is unlikely that these employees will support the resulting developments and changes in the workplace. Employees need to be engaged so that they can also make some contribution or provide inputs regarding any decision their organisations intend to make. Hopkins (2005:25) observes that if employees are informed about the organisational developments or changes that might affect their jobs without being engaged, they tend to resist those organisational developments or changes. Thus, it is important for organisations to ensure that their employees are more involved and engaged, so that they are able to contribute ideas and suggestions and thus feel valuable to their organisations. When employees feel valuable, the potential for them to leave their organisations is limited.

3.5.4 Step 4: Development of skills and potential

According to the study conducted by Nel (2004:328), most employees leave their current organisations to other organisations with the same remuneration and benefits if they can get better career development opportunities that foster their personal growth. Booyens (2000:53) stated that for an organisation to achieve its goals, it is important for its management to introduce and evaluate programmes intended to develop employees' knowledge and skills. Falkenburg and Schyns (2007:711) argue that employee turnover can be minimised if organisations provide their employees with continuous training. This argument is echoed by Smit and de Cronje (2003:88) who contend that if organisations can support and allow their employees to pursue further education, this will make employees more valuable, and may reduce employee turnover. George and Jones

(2002:123) identify several methods that organisations can use to provide and maintain continuous training for their employees. Those methods included the following:

- Organisations should continue to offer bursaries to enable their employees to enrol in courses relevant to their jobs.
- Organisations should support and allow their employees to attend short courses, seminars, and conferences. This is so that the employees can be developed, which will reduce employee turnover.

Nel (2004:373) identifies the following as the reasons for employees' career development:

- Employees' work-life balance is improved when organisations provide career opportunities to their staff members.
- Career development is one of the most important factors reducing employee turnover in organisations.

Thus, the development of employees requires several different educational programmes. These include induction, orientation, training, and career development. Organisations should have an employee-personal-development plan for each position, so that employees can indicate their training needs and be developed.

3.5.5 Step 5: Evaluate and measure

Evaluation and measurement constitute the last step in managing employee turnover. For Gardner (2009:213), an evaluation process includes the measurement of employees' attitudes, morale, and turnover rate. It is therefore advisable for organisations to conduct evaluation to check for dissatisfaction among their workforce. Evaluation and measure also assist organisations to identify the gaps in their workplace. This ensures that organisations address those gaps so that organisational goals can be achieved.

3.6 THE IMPACT OF MOTIVATION ON EMPLOYEE TURNOVER

Shah and Shah (2010:4) define motivation as the process whereby employees are rewarded or remunerated on par with their performance and output. Gareth (2008:78)

views employee motivation as a psychological force that determines the direction of employees' behaviour in an organisation, including their level of effort and persistence. Thus, organisations should ensure that their employees' service conditions and benefits are improved. This is so that employees can be motivated, since motivated employees lead to good organisational performance.

Harrison and Kessels (2004:148) note that if employees are motivated, they will be productive in the workplace and their organisations will be able to easily achieve their targets. This is corroborated by Herzberg *et al.* (2002:351) who observe that if employees are motivated, they will produce quality work. Smit and Cronje (2003:265) state that Herzberg's theory has made some important recommendations to managers, to enable them eliminate employee dissatisfaction by ensuring that salaries, working conditions, service conditions and benefits, training and development, and organisational policies are good. Swanepoel (2003:211) argues that the behaviour of managers towards employees in an organisation also affects employees' motivation. Hence, managers' failure to provide a conducive working environment to their staff may cause employee turnover.

Nel *et al.* (2004:308) contend that for employees to be motivated, their organisations should ensure the following:

- Organisations should develop a PMDS to identify employees who are performing better than the others and those who are underperforming.
- Organisations should award performance bonuses to employees who have performed beyond what was required.
- Managers should provide continuous feedback to employees about their performance.

3.7 EMPLOYEE RETENTION

Spencer (2001:17) describes employee retention as the process whereby employers elaborate a strategy to retain qualified and skilled personnel so that they cannot leave their organisations. Cascio, as quoted by Coetzee (2010:258), defines employee retention as the decision taken by organisational management to prevent their highly

skilled personnel from leaving the organisation. Frank, Finnegaan and Taylor (2004:13), as cited by Govaerts, Kyndt, Dochy and Baert (2011:37), conceives employee retention as the process followed and effort made by organisations to keep their skilled and desirable employees. This is so that the mandate and objectives of the organisation can be achieved. To sustain a cost-effective business, institutions should concentrate on retaining their competent and skilled employees, so that the turnover rate can be reduced.

3.8 ORGANISATIONAL RETENTION STRATEGIES

Much research has been conducted on employee retention. This has proved that employees leave their organisations due to different reasons. It was also found that most of those reasons are beyond the control of organisations. It is therefore important for the latter to manage employee retention effectively and efficiently. According to the Department of Public Service and Administration Retention Guide (2006:23), employee retention can be effectively managed if a good relationship exists between managers and employees. It is the responsibility of Human Resource managers to work closely with line managers so that they can retain employees with scarce skills. This will save organisations the costs for replacing employees who leave their organisations. For Kaye (2000:2), it is important for organisations to understand the needs of their employees, to ensure employee retention. Therefore, organisations should use different strategies to retain employees. The following proposed retention strategies are for consideration by organisations striving to retain their employees:

3.8.1 Flexible pay and employment practices

The Department of Public Service and Administration Remuneration Guide (2006:23) stipulates that employees' pay should be aligned with nationwide pay scales. Therefore, organisations should develop and implement best employment practices and offer competitive, flexible pay so that their employees can stay longer.

3.8.2 Opportunities for advancement

For Netswera (2005:39), opportunities for promotion, job security, and training and development are the most important reasons employees do not leave their organisations. Coetzee (2010:261) shares the same view, noting that for employees to stay longer,

organisations should promote career opportunities. Hang (1999), quoted by Coetzee (2010:261), supports the view that training and development attract employees so that they do not leave their organisations. Hall and Moss (1998:22-37) suggest that to improve the relationship between employees and managers, organisations should consider employee development and opportunities for promotion.

Coetzee (2010:261) maintains that training and development attach employees to their institutions. It is evident that organisations must develop training plans and ensure that their employees are trained so that they can gain skills. The Department of Public Service and Administration Retention Guide (2006:23) has emphasised the imperative for organisational departments to empower their employees through training and skills development. This is so that the standard of the respective jobs can be achieved. Clearly, opportunities for career development constitute the most motivating factor affecting employee retention.

3.8.3 Challenging work

According to the study undertaken by Horwitz, Heng and Quazi (2003:34), challenging work is very important in retaining employees. The Department of Public Service and Administration Retention Guide (2006:23) stipulates that it is the responsibility of managers to ensure that their employees' work is challenging and that sufficient resources are available, to enable employees to meet the demands of the job. Armstrong (2006:397) argues that the job should be structured in such a way that skill variety and task significance are maximised. Evidently, employees are motivated when they are provided with challenging work, instead of performing operational and routine work in their organisations.

3.8.4 Good Communication within the organisation

Communication is the most important element that contributes to the success of any organisation. Salopek (2000:46) is of the view that employers should communicate how employees ought to contribute towards the corporate vision and mission of their organisations. Amos (2004:11) suggests that institutions should open a two-way communication channel to build trust and commitment, rather than developing adversarial

relationships. Organisations must always consult and update employees on issues relating to their work.

Govaerts (2011:37) argues that a good relationship between employees and employers encourages employees not to leave the organisation. This means that employees are happy and productive in the workplace if there is free flow of information within their organisations. This view is endorsed by Lockwood and Ansari (1999:256) who state that retention factors involve sub-factors such as employees' working relationship with their managers, employee support from top management, and working conditions. Good communication has a positive impact on the relationship between employees and their managers. If this is practised

continuously, it should boost employees' morale. Based on the above discussion on employee retention strategies, it is evident that both employees and their organisations have a major role to play in employee retention in the workplace. However, organisations should play a bigger role, since employees rely on their organisations regarding service conditions and benefits offered.

3.9 SUMMARY

This chapter has reviewed the literature on employee turnover and employee retention. It has been indicated that employees leave their organisations due to different reasons. Employee turnover definitions have revealed that employee turnover does not only include voluntary termination of employment but also involuntary turnover. The latter can be implemented by the organisation to terminate the contract of an employee due to some other reasons. If the employee leaves the organisation through voluntary or involuntary turnover, the fact that remains that both forms affect the organisational turnover rate.

Employees leave their organisations for different reasons. The causes of employee turnover were discussed and extrinsic and intrinsic factors causing employee turnover were explored. The extrinsic factors reflect the context of career promotion, training and development, salaries, job satisfaction, management, and recognition. The intrinsic factors depend on the individual and include job fit, employee personality, and demographic factors such as age, gender, and marital status. Organisations should avoid

turnover so that they can be able to achieve their objectives. Various strategies to manage employee turnover and employee retention were discussed and suggested for adoption by organisations, to retain their employees. This chapter concludes that for organisations to have effective retention strategies, they should understand the needs of their employees. Employees need flexible pay and employment practices, opportunities for advancement, challenging work, and good communication within their organisations. The next chapter focuses on the research design and methodology of the study.

CHAPTER 4: RESEARCH DESIGN AND METHODOLOGY

4.1 INTRODUCTION

The previous chapter presented the literature review on employee retention and turnover. This chapter explains the research design and methodology used. The discussion covers the research paradigm, the research design and methodology, the target population and sampling methods, data collection techniques, data analysis and interpretation methods, qualitative and quantitative data criteria, research ethics, and methodological limitations. Pragmatism was selected as the research paradigm for this study, since qualitative and quantitative methods are combined. This suggests that the study cannot be undertaken from either positivist viewpoint or the interpretivist perspective. When qualitative and quantitative methods are used, they tend to provide a comprehensive understanding of a research phenomenon.

Specifically, this chapter identifies the data collection methods used, namely, interviews and questionnaires. The qualitative and quantitative sampling techniques are explained in this chapter, including justifications for choosing them. The methods for analysing both quantitative and qualitative data are outlined. Further, the chapter presents the data quality criteria as well as the ethical principles with which the research had to comply. The chapter concludes with the methodological limitations of this study.

4.2 RESEARCH PARADIGM

For Kuhn (1977:19), a research paradigm is an integrated cluster of concepts, variables, and problems attached to specific methodological approaches. It is a research culture with a set of values, beliefs, religions, and assumptions that researchers have in common regarding the nature of research. Feilzer (2010:8) describes pragmatism as a deconstructive paradigm that advocates the use of mixed methods in a research process focusing on the issues of truth and reality. Morgan (2007:52) construes paradigm as a shared belief system that influences the types of knowledge researchers seek to obtain and how they interpret any research evidence they may collect from the participants.

The researcher selected pragmatism as the research paradigm because a pragmatic study focuses on individuals' decision-making. The other reason for selecting pragmatism is that the problem is identified and analysed before any decision is made. This assists the researcher to make some enquiries and have a good understanding before attempting to solve the problem. In a pragmatic study, the research findings normally result in initiating new things by making suggestions entailing the review of policies. A pragmatic study also draws upon mixed methods approaches. This means that both qualitative and quantitative methods are used in the study.

Johnson and Gray (2010:12) indicate that mixed-methods research is regarded as a third methodological perspective, after quantitative and qualitative research. However, it encounters challenges in developing a corresponding philosophical paradigm. This is supported by Greene and Hall (2010:19) who emphasise that this issue is important because the philosophical assumptions of paradigms guide social inquiry decisions. Morgan (2007: 6) identifies four basic versions of the concept of paradigm. These include paradigms as worldviews, as epistemological stances, as shared beliefs among members of a specialty area, and as models or examples of research. The difference between these versions of paradigms is the level of generality of that belief system.

4.3 RESEARCH DESIGN AND METHODOLOGY

For Brynard and Hanekom (1997:28), research methodology focuses on the research process and the decisions that the researcher must make to accomplish the research project. A research methodology must comply with the principles of truth, validity, and objectivity. Robson (2002:63) describe research methodology and design as the plan that illustrates how the researcher intend to achieve the research objectives and answer the research questions. Saunders (2003:97) notes the existence of only two widely recognised approaches, namely, qualitative, and quantitative research.

The researcher used both qualitative and quantitative approaches in this study, focusing more on contextual issues. The use of both qualitative and quantitative data improves the evaluation by ensuring that the limitations of one type of data are balanced by the strengths of the other one. The other reason for using the mix method research is that it

provides a comprehensive understanding of the research problem than either qualitative or quantitative approaches alone. Johnson and Onwuegbuzie (2004:22) explain that mixed methods research involves the collection and analysis of quantitative and qualitative data whereby the researcher will be able to make inferences from both quantitative and qualitative research results. One of the reasons the researcher adopted the mixed methodology is its ability to overcome the disadvantages inherent to adopting a monomethod research approach (Greene & Caracelli, 1997:56).

The researcher also used the qualitative research design to evaluate the attitudes and opinions of the participants. The quantitative research design was used to define and assess the relationship between the respondents' factors. According to Patton (2001), as quoted by Galafshani (2003:600), qualitative research uses a realistic approach that seeks to understand phenomena in the context of specific settings. Hancock (2002:1) notes that qualitative research increases the understanding of the researcher regarding why individuals turn the way they do. In this research, a survey was used to obtain a sample from the Inkomati-Usuthu Catchment Management Agency's (IUCMA) technical employees. The latter were all managers and supervisors from salary level C5 and above, including governing board members. The information was collected through a self-developed questionnaire delivered to the respondents via emails and in person. The descriptive survey was used to determine the reasons for technical employees' turnover at the IUCMA, and to determine whether the IUCMA considers the retention of its technical employees. A structured questionnaire was used as a data collection instrument. It was administered to a sample of respondents. The researcher used a purposeful sampling method. This kind of sampling was used to obtain in-dept information about employee retention and turnover rate at the IUCMA (Welman & Kruger, 2001:63).

4.4 POPULATION AND SAMPLING

Castillo (2009:1) defines a research population as a collection of individuals who have similar characteristics, binding characteristics. Kitchenham (2002:17) conceives a target population as a group of individuals to whom the survey applies. Saunders (2007:205) explains that when adopting a case study strategy using an institution and collecting data through unstructured interviewing, the researcher needs to select a case study (sample)

institution, or a group (sample) institutions, and managers to interview. A research population can be perceived as the total collection of elements whereby the researcher is likely to make some inferences.

In this study, the population includes all managers and supervisors from salary level C5 and above at the IUCMA. These include engineers, scientists, environmental officers, and line managers.

- Engineers.
- Scientists.
- Environmental officers.
- Line managers.

Kitchenham (2002:17) emphasises that a valid sample is a representative subset of the target population in a specific area. It is the responsibility of the researcher to explain the research so that the population is able to provide suitable answers to the survey questions. In this study, the population included all line managers and supervisors from salary bands C5 to E2 as well as all employees under scarce skills at the IUCMA. The scarce skills employees at the IUCMA include engineers, scientists, engineering technicians, hydrologists, geo-hydrologists, environmental officers, environmental control officers, and geographical information professionals.

The IUCMA has a total of one hundred and eighteen (118) positions. Presently, only ninety-one (91) positions are filled, while twenty-seven (27) positions are vacant and in the process of being filled. Approximately 59% of the filled positions comprise of support staff, while 41% of the filled positions include technical employees. The latter are engineers, scientists, engineering technicians, hydrologists, geo-hydrologists, environmental officers, environmental control officers, and geographical information professionals. They constitute the scarce skills employees at the IUCMA. Table 4.1 below represents the structure of the workforce profile per race and gender for the IUCMA (N = 91).

Salary Level/ Band	Male	Female	Total
E upper (Executives)	1	2	3
D3 (Senior managers)	6	3	9
D2 (Middle manager)	1	1	2
D1 (Junior middle manager)	7	4	11
C5 (Supervisors)	3	3	6
C4 (Practitioners)	3	5	8
C3 (Junior practitioners)	11	10	21
C2 (Senior officers)	2	3	5
C1 (Middle officers)	4	3	7
B upper (Senior clerks)	2	1	3
B5 (Middle clerks)	5	2	7
B4 – B3 (Junior clerks)	2	3	5
A2 (Unskilled labourers)	0	4	4
Grand total	47	44	91

Table 4.1: The Inkomati-Usuthu Catchment Management Agency’s workforce profile.

For Wegner (2001:170), sampling is the process of selecting a representative subset for observation, from a specific population, to determine the characteristics of the variable under investigation. Cooper (2001: 163) describes basic sampling as the selection of some elements of a population. The researcher chose a purposive sampling method for the qualitative component of this study. This is because it increased the likelihood that the chosen participants were able to provide relevant information. Welman and Kruger (2001:63) note that a sampling method assists in obtaining in-depth information in research. Welman, Kruger and Mitchell (2005:204) remark that purposive sampling is only used to select the participants who should be interviewed, to gather valued information. The researcher selected a sample that would provide responses that would answer the research question. Toni (2007: 29) notes that there is no prescribed format for the participants in the study. The other criteria used by the researcher to sample the population were as follows:

- The participants should have been in the system of the Inkomati-Usuthu

Catchment Management Agency before 2018, thus prior to the commencement of this research project.

- The participants should have been employed on a permanent basis.

Out of ninety-one (91) employees of the IUCMA, the researcher selected fifteen (15) staff members for participation in the interviews, namely, scientists, engineers, environmental officers and line managers. The selected sample included the employees who are falling within the salary band C5 and above. Out of the fifteen (15) employees sampled, six (6) were scientists, four (4) were engineers, three (3) were environmental officers, and two (2) were line managers. The sample suggests that most employees were scientists.

For the quantitative component of the research, a total population sampling was used. This is because the target population was relatively small. According to Lund Research (2012), total population sampling is a type of purposive sampling strategy which affords a researcher an opportunity to examine the entire population that has a set of characteristics. It is worth noting that the total population sampling includes all members of the target population of interest. This suggests that it is feasible to obtain deep insights into the phenomenon under investigation. Equally important, it is possible that with such a wide coverage of the target population, there was a reduced risk of missing potential insights from individuals who might not have been included (Lund Research, 2012). The total population sampling is regarded as purposive sampling technique (i.e., a type of non-probability sampling). It indicates that it is not feasible to make statistical generalisations about the sample being studied, because the use of total population sampling does not suggest that analytical generalisations about the population being studied are possible (Lund Research, 2012). In line with the total population sampling, all 91 employees of the IUCMA were sent a questionnaire to complete. Nevertheless, only 83 survey questionnaires were fully completed and returned. This suggests a response rate of 91.2%.

4.5 RESEARCH SETTING

The research occurred at the IUCMA, and the data were collected from technical employees, all managers, and supervisors – from salary level C5 and above based – in Nelspruit (Head Office), and the satellite offices in Bushbuckridge and Piet Retief.

4.6 DATA COLLECTION TECHNIQUES

The researcher collected data using both qualitative and quantitative techniques. Saunders (2009:151) indicates that quantitative data collection is used as a synonym for any data collection techniques which includes a questionnaire and a data analysis procedure, such as graphs, to generate numerical data. Saunders (2009:151) further indicates that qualitative data collection is used for gathering data through interviews. The researcher collected data from both primary and secondary sources, to obtain the most accurate and reliable results.

4.6.1 Questionnaire

According to the United State Census Bureau (2012: 63), a questionnaire is a set of questions developed to collect information from a respondent regarding something. While Sekaran and Bougie (2010:197) described a questionnaire as a preformulated and documented set of questions whereby the respondents should record their answers within closely defined alternatives in their own time. A questionnaire template was drafted in such a way that the respondent was given an opportunity to not disclose their names, so that they can freely express their beliefs, attitudes, and perceptions. The researcher used the designed questionnaire to gather information from technical employees, all managers, and supervisors from salary level C5 and above, as well as the IUCMA governing board members. The questionnaire was delivered to the respondents via email and in person. Technical employees, managers, supervisors, and governing board members were given an opportunity to answer questions related to their institution.

For Mathers *et al.* (2009:6), the advantages of questionnaire-based data collection methods, among others, include the following:

- Surveys are efficient: This means that smaller samples can be used to provide findings that can assist in drawing conclusions about the selected population.
- Surveys have internal and external validity: This implies that surveys can produce a sample which represents the selected population that might be widespread.
- Surveys are flexible: This means that respondents can engage with the surveys at their own time.

Beside the advantages of questionnaire-based data collection methods, Mathers (2009:6) notes that questionnaire also have the following limitations:

- Surveys limit respondents in providing detailed information on why certain decisions were made.
- Surveys take longer to complete, compared to personal face to face interviews whereby the researcher receives answers immediately.
- Researchers have no control on who answered the questionnaire.

4.6.1.1 The structure of the questionnaire

The researcher developed the questionnaire template to gather the information. The questionnaire was divided into two sections: Section A and Section B. Section A comprised of biographical information, service record in the organisation, gender, race, marital status, disability disclosure, qualifications, and home language. Section B involved information regarding recruitment and selection procedures, service conditions and benefits, employee turnover, retention strategy, and current practice at the IUCMA. The completed questionnaire was submitted to a statistician for data analysis and interpretation. Sekaran (1992: 203-207) indicates that the questionnaire template should include questions relevant to the study and the respondent's environment. Therefore, the researcher compiled short and easy-to-read questions, so that the respondents can understand and quickly complete all the questions.

The questionnaire was designed in such a manner that it comprised of close-ended questions only. These close-ended questions determined the context of the research by gathering general information such as the respondent's gender, race, qualification, and length of service. Multiple-choice questions were also included in the questionnaire, using a Likert scale on the attitude of the respondents towards each aspect of their work. The multiple-choice questions included agree, disagree, uncertain, strongly agree, and strongly disagree options. The multiple-choice questions also included the following options: not at all, to a slight extent, to some extent, to a large extent, to a very large extent. Dundas (2004:55) observes that a Likert scale gives respondents the ability to make good distinctions between their attitudes, and that it allows them to make fair decisions.

4.6.2 Interviews

According to Saunders (2009:18), an interview is a discussion between two or more people about a specific subject or topic. Grbich (1999:103) notes that semi-structured interviewing is the most effective data collection technique in qualitative research. Besides obtaining the information through questionnaire, the researcher also conducted interviews with the participants, to obtain additional information. First, the researcher conducted focus group discussion with the participants to brief them about the reasons for conducting the interviews, before interviewing them individually. The reason for the use of focus group discussions before the face-to-face interviews is that the group discussion encouraged each participant to articulate their thoughts and ideas about the issues affecting employee turnover and retention, and to consider the IUCMA's employee-retention policies.

The researcher conducted face-to-face interviews with technical employees, all managers, and supervisors from salary level C5 and above, after the focus group discussion. The face-to-face interview process started with the scientists and engineers, followed by environmental officers, and ended with the line managers per salary level and gender. After the researcher had provided a general introduction to the respondents, since there were fifteen participants to be interviewed, the researcher allocated thirty to forty (40) minutes to each participant. It took four days for the researcher to interview all the participants. At the beginning of the interview, all the participants signed the consent forms and gave the researcher permission to record the interviews. The latter were conducted at the IUCMA's main boardroom. However, five participants were interviewed virtually via Skype and Microsoft Teams. Sekaran and Bougie (2010: 76) note that the advantage of face-to-face interviewing is that the interviewer can ensure that the interviewee understands the questions clearly. Moreover, the interviewer can read the body language during interviews, which is impossible during telephonic interviewing. Due to Covid-19 rules and regulations, the researcher conducted face-to-face interviews with some participants observing the prescribed two meters distance, while other participants requested visual interviews on Skype and Microsoft Teams.

4.7 DATA ANALYSIS AND INTERPRETATION

For Serantakos (2000:60), data analysis is process of making sense of data. The latter were analysed statistically, to confirm if the generated hypothesis was supported or not. This is congruent with Kawulich's (2004: 97) explanation that data analysis is the process of reducing the large amount of collected data to meaningful units. De Vos (2007:169) conceives data analysis as the process whereby the gathered information is interpreted in different ways, to obtain the best information of relevance to the study. It is evident that data analysis assists the researcher to organise and summarise the received information, to answer the research questions. This study generated both qualitative and qualitative data.

4.7.1 Quantitative data analysis

The quantitative data were collected through a survey questionnaire designed by the researcher, in consultation with the supervisor of the research project and the statistician who analysed the quantitative data using a software. Tables and figures were used to display and simplify the presentation of the information collected. In this study, the descriptive analysis was used to generate the results of the quantitative data. The results were displayed in numerical tables. Specifically, the data collected through the survey questionnaire were captured on an Excel spreadsheet and imported into a statistical analysis software. The software package used is the Statistical Package for the Social Science (SPSS) version 15. This tool assisted in analysing the large set of survey data. The exploratory factor analysis (EFA) and regression analysis (RA) were conducted to analyse the quantitative data.

4.7.2 Qualitative data analysis

According to Mayring (2000:5), qualitative data analysis is an approach to empirical data that helps to make sense of texts within their contextual communication by following the content analysis rules, regulations, and models. The researcher gathered information through interviews. The information received was recorded and transcribed for further processing. The collected data were coded and categorised according to the study's objectives. The fifteen selected participants were all interviewed individually, after making

prior arrangements with each participant. To analyse the semi-structured interview transcripts, the following steps were considered.

Step 1: From tapes to transcripts of raw data: The interview data were recorded so that the researcher could not miss important information that emanated from the discussions with the participants. Punch (2005: 74) stresses that it is important to record the interview data to confirm the right content. The researcher conducted the interviews in English, and they were transcribed in English. The reason the interviews were conducted in English is that all the sampled participants were within the professional skilled categories. Therefore, there was no employee who was within the unskilled category. The unskilled category of employees at the IUCMA included cleaners and grounds staff who only participated in the completion of the questionnaire developed in the language which suited them. Creswell (1998:13) advises that listening to the whole interview, before typing the transcripts, is important because the researcher will have a good understanding of the data.

Step 2: From untreated data to solid records: It is the responsibility of the researcher to respect and understand the position of the interviewee first, before treating the data collected. Schilling (2006: 54) notes that it is important to know the relationship between the interviewer and the interviewee, the situation in which they are, as well as the venue and time where the interviews will be conducted.

Step 3: Concluding analysis and interpretation: The researcher analysed and interpreted the data in relation to the literature and the research questions, so that the findings could be of high quality and reliable.

4.8 DATA QUALITY CRITERIA

The researcher used both quantitative and qualitative data criteria.

4.8.1 Quantitative data criteria

According to Bogdan and Biklen (1998:23), quantitative research allows researchers to familiarise themselves with the problem or concept to be studied and to generate the

hypotheses to be tested. The use of validity and reliability is common in quantitative research. Ary (2010:262) underscores that validity and reliability are the two most important characteristics that should be possessed in every measuring instrument. Therefore, validity can be described as the extent to which an instrument measures that which it is meant to measure, while reliability is the extent to which the measuring device is fair in all the measurement. Saunders (2000: 290) defines the validity and reliability of the question in terms of whether the question and the corresponding answer make sense or not.

4.8.1.1 Validity

Validity is important for measuring the instrument's efficacy in answering the research question. In this study, validity implied that the measuring instrument really assessed the effectiveness of employee turnover and retention at the IUCMA. The researcher developed the questionnaire in ensuring that valid information is collected from the respondents. The questionnaire was developed and designed in such a way that it reflected the collected information and presented it in the theoretical study. The close-ended and open-ended questions proved that the answers from the respondents were valid. The focus group and the individual interviews ensured that the responses would be valid and comparable. The research supervisor assessed the questionnaire form, to determine that the content and the template were suitable. According to Saunders et al. (2009: 59), internal validity in relation to a questionnaire should link to whether it could really measure what the researcher intended to use it for. Struwig and Stead (2001:143) indicate that validity in qualitative research is described as trustworthiness. Walonick (2005:6) indicates that validity is the accuracy of a measurement. In this research, the researcher used a credible and trustworthy questionnaire to collect data from the participants.

The researcher considered the following three types of validity:

- **Face validity**

For Walonick (2005:6), face validity is the likelihood that the research question may be understood or misinterpreted by the respondents. Therefore, the researcher pre-tested

the questionnaire before it was given to the respondents, to increase its validity. The statistician was consulted, for expert input, to ensure a high degree of face validity.

- **Construct validity**

Miller (2014:3) described construct validity as the degree to which the instrument measures the trait or theoretical construct that it is intended to measure. The statistical techniques employed to determine the construct validity were factor analysis and item analysis.

- **Content validity**

Miller (2014:3) defines content validity as the degree to which the instrument fully assesses or measures the construct of interest. In this study, the researcher ensured that all the questions asked were related to the employee retention and turnover of technical staff at the IUCMA. Furthermore, the researcher presented the preliminary version of the survey questionnaire to the supervisor and the statistician, for their comments, before finalising the instrument.

4.8.1.2 Reliability

For Walonick (2005:6), reliability is the level of stability that enables research instruments to yield consistent results. Robinson (2013:41) defines reliability as the degree to which an assessment constantly measures and yields the correct results. This is corroborated by Trochim (2006:1) who explains that reliability is the consistency and repeatability of measurement. Thus, the reliability of a measuring instrument is the degree of consistency with which it measures what is to be measured. Ary (1996: 274) advises that it is good to identify techniques that can help to determine the extent to which measuring instruments are reliable. Hence, Mitchell (2000:307) has identified three approaches in assessing reliability:

- **Test re-test:** these estimates of reliability are found by correlating collected data.
- **Internal consistency:** this involves the correlation of the responses from each question in the questionnaire.
- **Alternative form:** this gives the assurance of the reliability within the questionnaire by comparing the responses from the participants.

In this research, the instrument consistently measured the attributes, where required to do so. The researcher piloted the questionnaire with technical employees, managers, and supervisors on salary level C5 and above, to verify reliability. To measure the internal reliability of the data collection instrument, Cronbach's Alpha coefficient was used. The following measurements were considered acceptable 0.90; 0.8; 0.7; and 0.6. Values lower than 0.6 were regarded as unacceptable, for the purpose of this research.

4.8.2 Qualitative data criteria

The researcher used qualitative criteria to ensure the trustworthiness of the research findings. Guba (1981:26) and Krefting (1991:108) indicate that qualitative criteria have the following advantages:

- There is no one reality. This means that reality is divergent.
- The researcher and the participants depend on each other all the time.
- There is no complete truth and qualitative findings are not generalised.

The researcher complied with the following qualitative research trustworthiness criteria by applying them in the research process: credibility, dependability, transferability, confirmability, and authenticity.

4.8.2.1 Credibility

Graneheim and Lundman (2004:86) indicate that credibility establishes whether the research findings represent reasonable information retrieved from the participants' original data or not. Therefore, the researcher adopted the following strategies: prolonged engagement with the participants during research process, use of peer debriefing, triangulation, participant checks, and persist observation. Guba (1981:85) explains that peer debriefing provides questioners with the opportunity to test their growing insight and expose them to the research questions. Onwuegbuzie and Leech (2007:239) indicate that triangulation includes the use of multiple and different methods, investigators, sources,

and theories, to obtain enough evidence. Bitch (2005:83) notes that persist observation assists in posing the question whether the researcher has conducted an in-depth study, to obtain enough information. In this study, the researcher achieved credibility by collecting the data from the participants through the questionnaire and interviews.

4.8.2.2 Dependability

Bitsch (2005:86) defines dependability as the stability of the research findings over time. Ary (2010:19) notes that dependability is established using an audit trail, a code-recode strategy, stepwise replication, triangulation, and peer examination. According to Chilisa and Preece (2005:21), the stepwise replication is a research data evaluation procedure whereby two or more researchers analyse the research data to compare the results. This is so that if there are any errors, they can be rectified before the publishing of the final findings. In this study, all the information collected was recorded and analysed by a professional and well-trained statistician, using graphs, tables, and pie charts.

4.8.2.3 Transferability

For Bitsch (2005:85), transferability is the degree to which the research results can be transferred to other contexts, with other respondents. Bitsch (2005:85) further indicates that the researcher should facilitate the transferability judgement by a potential user, through “thick description” and purposeful sampling. While Shenton (2004:69) notes that without description, it is difficult for the reader of the final account to determine the extent to which the overall findings could be viewed as reflective of the truth.

4.8.2.4 Confirmability

Tobin and Begley (2004:392) note that confirmability is concerned with the data and the interpretation of the findings that are not figments of the inquirer’s imagination, but they are derived from the data. For Bowen (2009:307), the audit trail offers enough evidence from the process and product where the researcher did not find what he or she set out to find. In this study, the data collected were interpreted in a simple way, so that everyone can understand.

4.8.2.5 Authenticity

For Guba and Lincoln (1989:76), the criteria for authenticity are suitable for judging qualitative research originating within a constructivist epistemology. Kelly (1996:226) argues that accommodating different perspectives challenges the notion that any one group can hold the whole truth about a situation. In this study, the researcher ensured that the following authenticity categories are complied with fairness, catalytic, ontological, educative, and tactical. This means that the researcher ensured that the participants' constructions and underlying values are solicited and represented in a balanced way. The researcher also ensured that the research process stimulates and facilitates the participants' behaviour. Schwandt (1997:7) underscores that the research participants should be empowered to act.

4.9 ETHICAL CONSIDERATIONS

According to *The Oxford Advanced Learner's Dictionary* (2005:498), ethics is the principle that influences the behaviour of a person, either in a negative or positive way. Saunders (2009:54) notes that for the purpose of research studies, ethics is how the researcher behaves in relation to the rights of the respondents and participants in the research. This statement is echoed by Cooper and Schindler (2014:28) who indicate that ethics are standards of behaviour that help to make moral decisions regarding the behaviours of and how other people are treated. The study put in place all measures to encourage ethical behaviour. All the participants were protected. The researcher also developed the questionnaire in such a way that the participants did not have to disclose their personal information. In this study, the researcher ensured that he complied with the following ethical principles: confidentiality, informed consent, respect for persons, and honesty. The completion of questionnaire forms was voluntary since the respondents were under no obligation to complete the questionnaire. The researcher obtained ethical clearance, from the University of South Africa, to conduct the research.

4.9.1 Confidentiality

Brikci and Green (2007:5) construe confidentiality as a situation whereby the identity of a person who has provided information for research purposes is protected. In this research, the information regarding the population will be kept confidential. The researcher will

ensure that he maintains the confidentiality by protecting all the information received from the participants and respondents. The data collected will be treated confidentially. The participants were also informed about their rights to remain anonymous, especially when they complete the questionnaire forms. This was also confirmed by Resnik (2011:2) who indicates that the researcher should always be honest about the results and must not misinterpret the data to fit his or her needs.

4.9.2 Informed consent

Patton and Cochran (2002:5) stress that research respondents should have free consent to participate, without being unfairly treated. The researcher ensured that all individuals who were involved in this research did so on their own free will. In this regard, the researcher informed the respondents and the participants about their rights to voluntary consent or decline to participate in the research. The researcher explained to the participants the purpose and the objectives of the research, before they could sign the consent form. Since the interviews were conducted face-to-face and via Skyp and Microsoft teams, the researcher provided the participants with a consent form so that they could read and agree before the interview started. Before the focus group and individual interviews started, the researcher explained the following to the participants:

- The purpose and the objectives of the research.
- The right to participate or not to participate in the study, as this is voluntary.
- The implications of signing the consent form and participating in the research.
- Confirmation that the respondents' and participants' information will be kept confidentially.

4.9.3 Honesty

The researcher was honest and reported all facts as presented. Resnik (2011:2) emphasises that the researcher should always be honest in all data reports, communications, and generation of results. They should not falsify or misinterpret the information received. The researcher was honest until the research project was successfully concluded.

4.9.4 Respect of persons

The researcher respected and protected the dignity of the participants and respondents in this study. The participants were informed about the importance of participating in the research. The researcher adhered to all principles of ethical research by treating all the participants fairly and with respect.

4.10 METHODOLOGICAL LIMITATIONS

In each study, some methodological limitations could be expected. Since the researcher collected data through interviews and a questionnaire, the respondents needed enough time to read and understand how the questionnaire was structured before they could respond. Therefore, time constraints were a limitation. The second limitation was the sample size, since the IUCMA is a small institution and this study investigates employee retention and turnover in this agency. Ninety-one employees participated in this research. If more employees had participated in this study, more vital data would have been collected. Nevertheless, the sample size was a small, although the results could still be considered valid and accurate.

4.11 SUMMARY

Qualitative and quantitative research designs were chosen for this study, to achieve a mixed research methodology. The pragmatist research paradigm, which undergirds the mixed research methodology, was discussed in detail. The data collection techniques for both the qualitative and quantitative strands of the research were interviews and questionnaires. The chapter has noted that the target population and sampling comprised of the IUCMA technical employees, all managers and supervisors from salary level C5 and above, as well as governing board members. A total sampling technique was applied to select the respondents who partook in the quantitative strand of the study, while purposive sampling was used to select the 15 participants who were interviewed. Quantitative and qualitative data quality criteria were presented. The ethical considerations of the research were also discussed. This chapter concluded with a reflection on some methodological limitations which the researcher has noted. The next chapter focuses on the presentation of the research findings and their discussion.

CHAPTER 5: RESEARCH FINDINGS AND DISCUSSION

5.1 INTRODUCTION

The previous chapter elaborated on the research design and methodology of the study. This chapter presents the findings on employee retention and turnover at the IUCMA, based on the analysis and interpretation of collected data. To this end, it is important to reiterate the aim of this study as indicated in the first chapter. The primary purpose of this study was to investigate the factors influencing the retention and turnover of technical employees with scarce skills at the IUCMA. The chapter is structured as follows. Firstly, it presents the demographic details and gender profile of the employees who participated in the quantitative component of the study. This is to highlight whether there was adequate representation in terms of the respondents. Secondly, the retention strategies used by the IUCMA to reduce employee turnover are examined. Thirdly, the determinants of high turnover among technical employees at the IUCMA are assessed. Fourthly, the measures taken by the IUCMA to reduce the high turnover of its technical employees are determined. Fifthly, the results of the regression analysis of the data are presented. This makes it possible to infer or predict another variable on the basis of one or more variables.

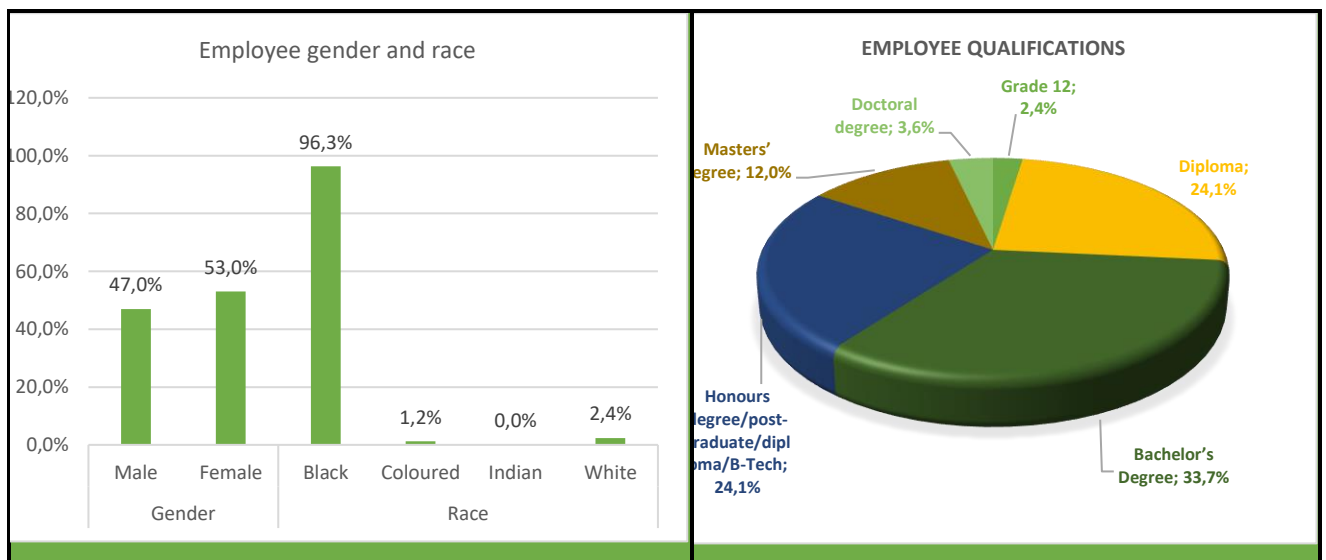
5.2 DEMOGRAPHIC AND GENDER PROFILES IN THE INKOMATI-USUTHU CATCHMENT MANAGEMENT AGENCY

All the ninety-one (91) staff complement of the IUCMA were requested to complete and return the questionnaire. This means 100% of the employees were approached, even though the completion of the questionnaire was voluntary. The multiple-choice questions included in the questionnaire are agree, disagree, uncertain, strongly agree, and strongly disagree. Staff were requested to tick the relevant option. The other multiple-choice options included not at all, to a slight extent, to some extent, to a large extent, and to a very large extent. The Statistical Package for Social Science (SPSS) software was used to analyse the collected data, by means of descriptive statistics. Lawrence (2006: 33) indicates that descriptive statistics differentiate the basic patterns in the data collected.

After administering the questionnaires to 91 respondents, 83 respondents (91.2%) returned their questionnaires. The data analysis revealed interesting results on the

different variables and parameters considered. Out of the 83 respondents who completed and returned the questionnaire, more than half (53%) were females, while 47% were males. This could be explained by the fact that the IUCMA’s staff complement is dominated by a female workforce, as indicated in the Human Resource 4th Quarterly report for the 2021/22 financial year (2022:4). Disaggregating data by race shows that 93.6% of the employees were black, followed by 2.4% who indicated that they were white, 1.2% who identified as coloured. Based on Figure 5.1 below, it is clear white, coloured, and Indians are underrepresented. This was confirmed by the IUCMA Employment Equity Plan Workforce Profile (2022: 5). In terms of qualifications, most of the respondents had a bachelor's degree (33.7%), followed by 24.1% who had an Honours degree, or another post-graduate qualification, or a diploma, or a B-Tech. Another 24.1% of the respondents mentioned to have a diploma, 12.0% indicated having a Master’s degree, and 3.6% mentioned having a doctoral degree. Only about 2.4% mentioned having a Grade 12 certificate. The fact that only 2.4% of the employees have Grade 12, while others have post-matric qualifications indicates that the IUCMA has a well-educated workforce. This can contribute to the delivery of quality services to its stakeholder. The profile of the respondents is shown in Figure 5.1 below.

Figure 5.1: Summary of respondents per gender, race, and qualifications

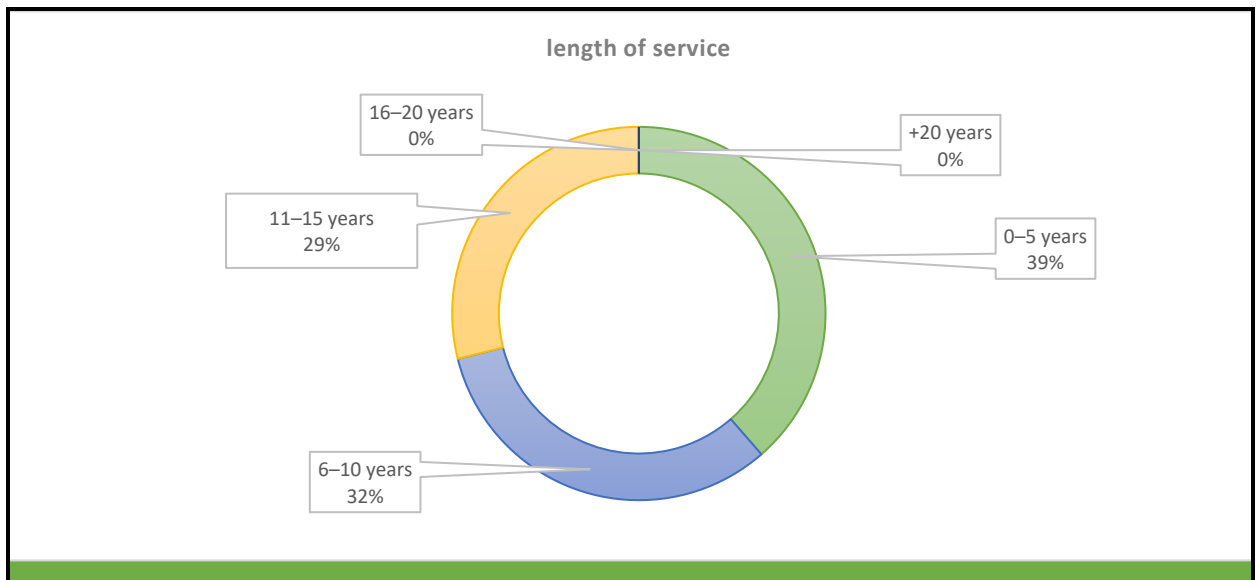


Source: Compiled by the researcher using primary data collected

Figure 5.2 indicates the respondents’ length of service at the IUCMA. Most of the respondents (39%) have worked for a period of 0-5 years. These are followed by those

who have served for 6 -10 years (32%), and those who have worked 11-15 years (29%). It is worth noting that none of the respondents mentioned more than 16 years. This is because the IUCMA was established in 2014, as shown in Figure 5.2 below.

Figure 5.2: Length of service at the Inkomati-Usuthu Catchment Management Agency



Source: Compiled by the researcher using primary data collected

5.3 EMPLOYEE RETENTION STRATEGY USED BY THE IUCMA

This section focuses on a closer assessment of the employee retention strategy utilised by the IUCMA. A total of eight questions on the employee retention strategy were asked to the respondents. These questions were responded on a 5-score Likert scale, (1) strongly disagree, (2) disagree, (3) uncertain, (4) Agree, and (5) strongly agree. Eight questions were asked under the employee retention strategy used by the IUCMA, as per Table 5.1 below. An analysis of the average scores on each of the questions asked under employee retention strategy was run from the collected data. The results show that all questions asked had an average score of 3.2 and above, except for the question on, as per Table 5.1, whether the “*IUCMA offers career promotion opportunities to its technical employees*”, which had an average score of 2.9. The results also indicated that the highest average score of 3.82 was on the last question which probes whether “Employees receive recognition for good performance”. The findings are in line with the statement by Govaertz (2011:37) who highlights that career promotion opportunities discourage employees from leaving their organisations. The average score of 2.9, shown on this

statement, reveals that most of the respondents neither agreed nor disagreed to it. The results also show an average of 3.28 on the statement that “promotion policies of the IUCMA are fair because they accommodate technical employees”, implying that most of the respondents agreed with the statement. The latter is supported by the IUCMA’s staff attraction and retention policy (2021:8) which states that for retention purposes, an employee, who has received an offer of employment which is equivalent to his current salary or higher salary, may be retained in line with the objectives and priorities of the IUCMA. Furthermore, the IUCMA Recruitment and Selection Policy (IUCMA, 2019:5) states that the IUCMA will advertise all positions below the D3 grade internally. This is with a view of promoting existing staff, provided that there is internal competition with a minimum of three candidates who meet the requirements for the vacant positions. The table below provides a detailed analysis of the proportion of respondents who responded to each of the eight questions under the employee retention strategy. They have indicated whether they (1) strongly disagree, (2) disagree, (3) uncertain, (4) agree, and (5) strongly agree.

Table 5.1: Average response on employee retention strategy used by the IUCMA

Questions on employee retention strategy used by the IUCMA.	N	Minimum	Maximum	Average	Std. Deviation
IUCMA offers career promotion opportunities to its technical employees.	83	1	5	2.9	1.066
Promotion policies of the IUCMA are fair because they accommodate technical employees.	83	1	5	3.28	1.004
The IUCMA offers adequate training and development opportunities to its technical employees.	83	1	5	3.64	0.945
Continuous training and development enable the technical employees to maximise their performance.	83	2	5	3.61	0.935
Technical employees at the IUCMA are offered competitive salaries.	83	1	5	3.55	1.039
Technical employees at the IUCM are satisfied with their salaries.	83	1	5	3.36	0.983
Technical employees have good work relations with the managers or supervisors.	83	1	5	3.34	0.979
Technical employees receive recognition for good performance.	83	2	5	3.82	0.783

Source: Compiled by the researcher using primary data collected

Reliability analysis results reveal a Cronbach's alpha of .833, which is more than .5, implying that the employee retention strategy used by the IUCMA is highly reliable.

As indicated above, the responses to the statement "The IUCMA offers career promotion opportunities to its technical employees" had an average score of 2.9, showing that most of the respondents were neither agreeing nor disagreeing to it. This finding is further supported by the findings from the qualitative interviews. When the participants were asked "Do you think technical employees are given career opportunities within the IUCMA?", the responses were clear. More than half of those who responded stated that there are no or limited career opportunities, owing to the way the organisation is structured. For example, Participant 1 expressed the following sentiment: *"Eish, I will say no, there is no career opportunities because the current structure is small, there is no growth or career opportunities now at IUCMA."* This statement was also supported by Participant 5 who indicated that: *"I don't think so, I think there could be opportunities but not given to employees. In the past few years, I can say that only one or two employees who have been given opportunities within IUCMA. Opportunities are there since there was several positions which were advertised but they were only be given to employees who came from outside IUCMA. The only employees whom I can say they have been given opportunities is interns whom they have been appointed or given opportunities on the entry positions"*. Corroborating this sentiment of Participant 1 and Participant 5, Participant 7 indicated that *"Opportunities are not there because most of the people at IUCMA they are not leaving IUCMA due to higher salaries and the more there is no movement, the junior employees became frustrated because there is no movement. It is unfortunate situation; opportunities are not there"*. However, there were other participants who confirmed and agreed that the IUCMA's technical employees are given career opportunities. Participant 4 expressed the following sentiment: *"Yes, because there are three employees who have just been promoted internally in my division called Water Use Authorisation. There are career opportunities"*. Participant 4's statement was supported by Participant 6 who indicated that *"When there is vacant for positions at IUCMA they first advertise positions internally to check if there are internal employees who qualify for the positions. If the internal employees are not qualifying, then the positions are advertised externally"*.

The above sentiment or perception was commonly shared by more than half of the staff members who participated in the interviews, although few indicated that the IUCMA's employees are given career opportunities. The advantage of giving employees career opportunities was buttressed by Coetzee (2010:261) who explains that for the employees to stay longer, organisations should promote career opportunities. From the analysis, one may be swayed to believe that the current structure of the organisation might be playing a significant role in shaping how staff perceive their career and growth opportunities, especially when low attrition rates exist among middle and senior managers. This was supported by Netswera (2005:39) who states that opportunities for career promotion constitute one of the most important reasons employees stay longer in their organisations. Bajpai and Srivastava (2004:89-99) argue that the view of growth and career development is offered by promotion. Robbins (1989:152) believes that employees need their organisations to have internal promotion policies that are fair, to accommodate staff's career promotion. Indeed, Friday and Friday (2003:426-442) note that career promotion determine employees' attitudes towards institutional policies on promotions. This finding is an indication that the IUCMA does not communicate the career and growth paths for employees in a clear and transparent manner. Hence, many of the staff members are unsure or unclear about their own career paths and growth prospects within this institution. This finding might also serve to demonstrate an inherent design issue regarding the organisational structure of the IUCMA. This may require some review, so that clear career and growth paths are defined, and that the road is mapped in a transparent manner. A detailed analysis of the IUCMA's employee retention strategy is presented in Table 5.2.

Table 5.2: Detailed analysis of the employee retention strategy used by the IUCMA

	Overall	Gender		Qualifications						Length of service		
		Male	Female	Grade 12	Diploma	Bachelor's Degree	Honours Degree or Post-graduate Diploma or B-Tech	Masters' Degree	Doctoral Degree	0–5 years	6–10 years	11–15 years
N	83	39	44	2	20	28	20	10	3	32	27	24
The IUCMA offers career promotion opportunities to its technical employees												
Strongly disagree	13.3%	12.8%	13.6%	50.0%	10.0%	14.3%	10.0%	20.0%	0.0%	9.4%	11.1%	20.8%
Disagree	18.1%	17.9%	18.2%	0.0%	20.0%	25.0%	10.0%	10.0%	33.3%	9.4%	25.9%	20.8%
Are uncertain	37.3%	41.0%	34.1%	0.0%	40.0%	35.7%	40.0%	40.0%	33.3%	50.0%	33.3%	25.0%
Agree	27.7%	25.6%	29.5%	50.0%	25.0%	21.4%	35.0%	30.0%	33.3%	25.0%	29.6%	29.2%
Strongly agree	3.6%	2.6%	4.5%	0.0%	5.0%	3.6%	5.0%	0.0%	0.0%	6.3%	0.0%	4.2%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Promotion policies of the IUCMA are fair because they accommodate technical employees												
Strongly disagree	7.2%	5.1%	9.1%	50.0%	5.0%	7.1%	5.0%	10.0%	0.0%	6.3%	7.4%	8.3%
Disagree	12.0%	17.9%	6.8%	0.0%	10.0%	10.7%	20.0%	10.0%	0.0%	15.6%	3.7%	16.7%
Are uncertain	32.5%	41.0%	25.0%	0.0%	35.0%	42.9%	15.0%	40.0%	33.3%	34.4%	48.1%	12.5%
Agree	42.2%	33.3%	50.0%	50.0%	40.0%	32.1%	55.0%	40.0%	66.7%	34.4%	40.7%	54.2%
Strongly agree	6.0%	2.6%	9.1%	0.0%	10.0%	7.1%	5.0%	0.0%	0.0%	9.4%	0.0%	8.3%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
IUCMA offers adequate training and development opportunities to its technical employees												
Strongly disagree	1.2%	2.6%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.2%
Disagree	12.0%	12.8%	11.4%	0.0%	25.0%	14.3%	5.0%	0.0%	0.0%	15.6%	11.1%	8.3%
Are uncertain	25.3%	28.2%	22.7%	50.0%	15.0%	21.4%	40.0%	30.0%	0.0%	18.8%	22.2%	37.5%
Agree	44.6%	43.6%	45.5%	0.0%	40.0%	50.0%	40.0%	50.0%	66.7%	43.8%	51.9%	37.5%
Strongly agree	16.9%	12.8%	20.5%	0.0%	20.0%	14.3%	15.0%	20.0%	33.3%	21.9%	14.8%	12.5%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Continuous training and development enable technical employees to maximise their performance.												
Strongly disagree	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Disagree	14.5%	20.5%	9.1%	50.0%	25.0%	14.3%	10.0%	0.0%	0.0%	12.5%	11.1%	20.8%

	Overall	Gender		Qualifications					Length of service			
		Male	Female	Grade 12	Diploma	Bachelor's Degree	Honours Degree or Post-graduate Diploma or B-Tech	Masters' Degree	Doctoral Degree	0–5 years	6–10 years	11–15 years
N	83	39	44	2	20	28	20	10	3	32	27	24
Are uncertain	26.5%	28.2%	25.0%	50.0%	20.0%		21.4%	50.0%	33.3%	21.9%	33.3%	25.0%
Agree	42.2%	38.5%	45.5%	0.0%	35.0%	53.6%	40.0%	30.0%	66.7%	43.8%	40.7%	41.7%
Strongly agree	16.9%	12.8%	20.5%	0.0%	20.0%	10.7%	25.0%	20.0%	0.0%	21.9%	14.8%	12.5%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Technical employees at the IUCMA are offered competitive salaries.												
Strongly disagree	1.2%	2.6%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	3.1%	0.0%	0.0%
Disagree	16.9%	20.5%	13.6%	50.0%	25.0%	17.9%	10.0%	0.0%	33.3%	15.6%	18.5%	16.7%
Are uncertain	27.7%	30.8%	25.0%	0.0%	15.0%	35.7%	25.0%	50.0%	0.0%	21.9%	33.3%	29.2%
Agree	33.7%	35.9%	31.8%	0.0%	30.0%	35.7%	40.0%	20.0%	66.7%	37.5%	37.0%	25.0%
Strongly agree	20.5%	10.3%	29.5%	50.0%	30.0%	10.7%	25.0%	20.0%	0.0%	21.9%	11.1%	29.2%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Technical employees at the IUCM are satisfied with their salaries.												
Strongly disagree	3.6%	5.1%	2.3%	0.0%	5.0%	0.0%	5.0%	10.0%	0.0%	6.3%	0.0%	4.2%
Disagree	15.7%	20.5%	11.4%	0.0%	20.0%	10.7%	15.0%	20.0%	33.3%	18.8%	14.8%	12.5%
Are uncertain	31.3%	30.8%	31.8%	50.0%	30.0%	46.4%	15.0%	20.0%	33.3%	28.1%	44.4%	20.8%
Agree	39.8%	38.5%	40.9%	50.0%	40.0%	35.7%	45.0%	50.0%	0.0%	34.4%	37.0%	50.0%
Strongly agree	9.6%	5.1%	13.6%	0.0%	5.0%	7.1%	20.0%	0.0%	33.3%	12.5%	3.7%	12.5%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Technical employees have good work relations with the managers or supervisors.												
Strongly disagree	2.4%	2.6%	2.3%	0.0%	0.0%	7.1%	0.0%	0.0%	0.0%	0.0%	3.7%	4.2%
Disagree	19.3%	17.9%	20.5%	50.0%	25.0%	17.9%	10.0%	20.0%	33.3%	18.8%	14.8%	25.0%
Are uncertain	30.1%	35.9%	25.0%	50.0%	25.0%	35.7%	10.0%	50.0%	66.7%	43.8%	22.2%	20.8%
Agree	38.6%	35.9%	40.9%	0.0%	45.0%	35.7%	50.0%	30.0%	0.0%	28.1%	51.9%	37.5%
Strongly agree	9.6%	7.7%	11.4%	0.0%	5.0%	3.6%	30.0%	0.0%	0.0%	9.4%	7.4%	12.5%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

	Overall	Gender		Qualifications						Length of service		
		Male	Female	Grade 12	Diploma	Bachelor's Degree	Honours Degree or Post-graduate Diploma or B-Tech	Masters' Degree	Doctoral Degree	0–5 years	6–10 years	11–15 years
N	83	39	44	2	20	28	20	10	3	32	27	24
Technical employees receive recognition for good performance.												
Strongly disagree	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Disagree	3.6%	2.6%	4.5%	0.0%	10.0%	3.6%	0.0%	0.0%	0.0%	3.1%	0.0%	8.3%
Are uncertain	30.1%	43.6%	18.2%	50.0%	25.0%	28.6%	35.0%	30.0%	33.3%	37.5%	18.5%	33.3%
Agree	47.0%	38.5%	54.5%	50.0%	35.0%	57.1%	40.0%	60.0%	33.3%	43.8%	63.0%	33.3%
Strongly agree	19.3%	15.4%	22.7%	0.0%	30.0%	10.7%	25.0%	10.0%	33.3%	15.6%	18.5%	25.0%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Source: Compiled by the researcher using primary data collected

Table 5.2 shows that 31.4% of the respondents disagree that the IUCMA offers career opportunities to its employees, while 31.3% agree, and 37.3% are uncertain. This shows that most of the respondents disagree that the IUCMA offers career promotion opportunities to its employees. Nevertheless, 37.3% of the respondents were uncertain, while those who indicated that they agree were less by .1%, compared to those who disagree. This finding was endorsed by the sentiments expressed by the interview participants. Participant 5 indicated that *“I don’t think there is career opportunities, I think there could be opportunities but not given to employees. In the past few years, I can say that only one or two employees who have been given opportunities within IUCMA. Opportunities are there since there was several positions which were advertised but they were only be given to employees who came from outside IUCMA. The only employees whom I can say they have been given opportunities is interns whom they have been appointed or given opportunities on the entry positions.”* Participant 11 echoed this sentiment thus: *“On that one, technical employees are hardly to be promoted at IUCMA. You find that majority of people who got higher positions at the IUCMA they are from outside. I don’t think that practise is fair. The internal employees understand the business of the organisation. I would say I think only ten percent of the staff who were promoted internally since I joined IUCMA, and I have eleven years with the institution”.* The lack of career promotion within institutions might be a contributing factor for employees’ decision to leave their organisation. This statement was confirmed by Govaertz (2011:37), who indicates that career promotion opportunities discourage employees from leaving their organisations.

Table 5.2 also summarises the opinions of the respondents on whether the promotion policies of the IUCMA are fair and accommodative of all employees. The results indicate that 19.2% of the respondents disagree that the promotion policies of the IUCMA are fair and accommodative of all employees, while 48.2% agree and 32.5% were uncertain. This indicates that most of respondents agree that the promotion policies of the IUCMA are fair and accommodative all employees. This finding was also confirmed by Participant 6 who indicated that *“According to IUCMA recruitment policy, if there are vacant positions at IUCMA positions are first advertised internally to check if there are internal employees who qualify for the positions. If the internal employees are not qualifying, then the positions are advertised externally”.* This finding was confirmed by the IUCMA recruitment and selection policy (2019:5). The latter states that the IUCMA must advertise all positions

below D3 grade internally, with the intention of promoting existing staff, provided there is competition internally. This requires a minimum of three candidates who meet the requirements of the advertised positions.

Table 5.2 further reveals that about 2.6% of the respondents strongly disagree that the IUCMA offers adequate training and development opportunities to its employees, whereas 1.2% disagree, 12.0% are uncertain, 44.6% agree, and 16.9% strongly agree. This result indicates that many of the respondents agree and strongly agree that the IUCMA offers adequate training and development opportunities to its employees. Training and development represent one of the contributing factors in attracting employees to an organisation. This statement was supported by Adnan (2010:27) who indicates that highly trained and performing employees are crucial factors in organisational productivity. This finding confirms that the IUCMA offers training and development to its employees.

Table 5.2 also illustrates that about 14.5% of the respondents disagree that continuous training and development enable employees to maximise their performance, while 59.1% agree and 26.5% are uncertain. These results indicate that most of the respondents agree that the IUCMA offers continuous training and development to its employees. Training and development enable the employees to maximise their performance. This statement was endorsed by Paul (2004:201), who indicates that training and development constitute a human resource function whereby employees are capacitated with a specific skill, to improve their performance. This finding was also supported by interviewee Participant 8 who affirmed: *“Yes, technical staff are given opportunities to attend trainings and they are also awarded bursaries to upgrade their qualifications”*. This was also supported by the IUCMA’s human resource development policy (2014:10), which stipulates that the developmental needs of employees must be identified through a training-needs analysis, skills audit, and the completion of personal development plans.

Table 5.2 also shows the opinion of the respondents on whether employees at IUCMA are offered competitive salaries. The results indicate that 18.1% disagree, while 54.2% agree, and 27.7% are uncertain. Though 27.7% were uncertain, the results show that many of the respondents agree that the IUCMA pays competitive salary to its employees. Participant 11 also reinforced this finding by saying *“Jaa, I think..., personally like I said, IUCMA is paying much better as compared to government. Employees are given car*

allowances and other allowances. If there are better opportunities somewhere, the employees can still leave. IUCMA employees are not worse off. People stay longer at IUCMA, that is why the turnover rate is not that high. If our salaries were not that good, employees were supposed to leave". In support of Participant 11's sentiment, Participant 12 elaborates: *"Eee, one would say that the level of satisfaction is at unacceptable level, employees would say I was supposed to be remunerated at these levels. But when you do a benchmark with other institutions, I would say the institution is paying well and this happened after 2019 when the institution has reviewed the structure and employees must be placed. When comparing with the other sectors I think IUCMA salaries are much better. You will always find those who are not satisfied with their salaries, but majority of the employees are satisfied".* Competitive salaries are one of the contributing factors in retaining employees. This statement was buoyed by Luthans (1995:127) who states that competitive salaries and wages are recognised to be significant. Therefore, if employees' salaries are competitive and market related, it is not easy for them to leave their organisations. Smith, Kendall and Hulin (1969:55) indicate that, in most cases, employees are satisfied if their remuneration in their current job is better than their desired salary.

Table 5.2 also presents the opinion of the respondents on whether employees at the IUCMA are satisfied with their salaries. The results indicate that about 3.6% of the respondents strongly disagree, 15.7% disagree, 31.3% are uncertain, 39.8% agree, and 9.6% strongly agree. The results indicate that most of the respondents agree and strongly agree that employees at the IUCMA are satisfied with their salaries. One of the attractive factors motivating employees is good salaries. Burgess (1998:55-58) confirms that for the organisations to decrease the employee turnover rate, the organisations should ensure that it pay scales and wage policies are well developed, designed, and competitive in the market. Therefore, this finding indicates that the IUCMA is paying its employees competitive salaries.

Table 5.2 also presents the opinion of the respondents on whether employees at the IUCMA have good work relations with managers or supervisors. The results reveal that 21.7% of the respondents disagree, 38.6% agree, 48.2% agree, and 30.1% are uncertain. Most respondents indicated that good work relations exist between employees and their managers. This finding is supported by Participant 6 who indicated, *"eish, what I can say right now, for all the core divisions there are always quarterly meetings and all the issues*

for that division are discussed to ensure that the relationship within that division is good". This finding corroborates the existence of good work relationships between managers and supervisors at the IUCMA. According to Govaerts (2011:37), good relationships between employees in an organisation encourage staff to remain in the organisation. If employees are happy in the workplace, their productivity improves and the likelihood of them leaving their organisation is minimised. This statement is supported by Lockwood and Ansari (1999:256) who state that the retention factor involves sub-factors such as employees' working relationship with their managers, employee support from top management, and working conditions.

Lastly, Table 5.2 summarises the opinions of the respondents on whether employees at the IUCMA receive recognition for good performance. The results show that 3.6% of the respondents disagree, while 66.3% agree, and 30.1% are uncertain. This means that the majority of respondents agree that employees at the IUCMA are receiving recognition for good performance. Participant 7 conveyed this thus: "*Jaaa, recognition is there through bonuses, employees receive performance bonuses and the issue of pay progression. Even though there was the issue in which the bonuses are awarded but nevertheless employees are recognised through performance bonuses*". This finding is congruent with the IUCMA's Performance Management and Development System Policy (2019:16) The latter states that employees who have performed satisfactorily and above expectation would receive performance bonuses and notch progression. Rewarding good performance is a key motivating factor for employees in their organisation. This statement is supported by Robert Owen's theory which indicates that employees can stay longer in an organisation, if they are given good working conditions which, among others, include better salaries, performance bonuses, and notch progression.

5.3.1 Factor analysis of the employee retention strategy used by the IUCMA

A factor analysis was run on the employee retention strategy used by the IUCMA. Results reveal that two factors were extracted, and that they explain about 62.5% of the total variance. All the questions were loaded in factor 1, while seven questions were loaded in factor 2. Table 5.3 below presents a summary of the factor analysis. For each factor, reliability analysis was carried out and the results show a Cronbach's alpha of .833 and

.815 for factor 1 and factor 2, respectively. Both factors explained >60% of the variance, as show in the table below.

Table 5.3: Summary of the factor analysis of the employee retention strategy used by the IUCMA

	Factor 1	Factor 2
The IUCMA offers career promotion opportunities to its technical employees.	0.852	
Promotion policies of the IUCMA are fair because they accommodate technical employees.	0.802	0.136
The IUCMA offers adequate training and development opportunities to its technical employees	0.713	0.292
Continuous training and development enable the technical employees to maximize their performance.	0.661	0.351
Technical employees at the IUCM are satisfied with their salaries.	0.158	0.88
Technical employees at the IUCMA are offered competitive salaries.	0.115	0.809
Technical employees receive recognition for good performance.	0.277	0.723
Technical employees have good work relations with the managers or supervisors.	0.429	0.452
Cronbach's Alpha	0.833	0.815
% Of variance explained	46.7%	15.8%
% Of total variance	62.5%	
Kaiser-Meyer-Olkin Measure of Sampling adequacy	0.733	
Bartlett's Test of Sphericity		
Approx. Chi-Square	270.183	
df	28	
Significance of Bartlett	.000	
Determinant	.032	
Extraction Method: Principal Component Analysis.		
Rotation Method: Varimax with Kaiser Normalization.		
2 components extracted.		
Rotation converged in 3 iterations.		

Source: Compiled by the researcher using primary data collected

The results from the quantitative analysis undertaken were triangulated with findings from the interviews with key informants and the observations. This provided richer nuances and perspectives in understanding how and why the respondents' feedback led to those results. Through qualitative interviews, key informants were asked the following two key questions:

- In your view, what are the strategies used by the IUCMA to enhance the retention of technical employees with scarce skills?
- Finally, based on our conversation regarding employee retention and turnover, do you have anything that you would like to add?

Responses to these two questions generated interesting and diverse responses to a common thematic thread. Most of the interviewees indicated that the IUCMA should pay more attention and listen to what the employees' needs and aspirations are, to plan and deliver meaningful and impactful strategies that resonate with the employees. To underscore this point, Participant 1 retorted that, "*The employer knows the grievances of the employees, and nothing is happening. The change of management as well has a negative impact to the institution*". However, it was also noted that although the employees felt that there was no or little in place regarding the retention strategy within the IUCMA, there was an overwhelming acknowledgement that there were, currently, very few employees who are leaving the IUCMA, and that most of the employees are satisfied with their salaries. It was also reported that the wellness of the staff is being taken seriously, although there are some areas that require improvement. Moreover, it was also noted that while the many of the employees were receptive and satisfied with the salaries as well as their wellness, a few employees were still not happy with the retention measures in place. Hence, they will always complain. This statement is supported by Participant 2 who expressed the following sentiment: "*Ok and thanks, currently there is very few employees who are leaving IUCMA, most of the employees are happy with their salaries. The wellness of the staff is being taken seriously though there are some few employees who are complaining. Even myself I am not thinking of leaving IUCMA anytime soon*".

Some of the strategies that were highlighted as part of the retention strategy include the issuance and awarding of bursaries that were considered as an incentive encouraging employees not to leave the organisation. Additionally, the issues of better remuneration and medical aid subsidies were also considered key in retaining employees. In terms of some strategic elements that might be required to further enhance those in place, the IUCMA might want to explore the issue of car allowances and a 13th cheque, to reinforce the retention of employees. Moreover, the IUCMA is paying performance bonuses, notch progression, car allowances, and long service awards. All these benefits are part of the broader strategies which the IUCMA is using to attract its employees so that they cannot leave. As one of the interviewees concluded, “...*Our salary scales are structured in way that it is not easy to beat IUCMA salaries especially by government departments though the salaries are on total cost to company*”. This helps to demonstrate the effectiveness of the current retention strategies, noting the areas of improvements that the organisation has to continue to develop.

Participant 3 further raised a fundamental point that will further improve the IUCMA's retention strategy. As Participant 3 puts it, “*Jaa, I can add one thing, IUCMA should provide platform for the employees to raise their issues*”. Doing so will only serve to create an environment of transparency and accountability among and between peers, colleagues, and management. When that is in place, the IUCMA staff will be more trusting of each other and of the decisions made by the management and leadership of the organisation. Without such an enabling, transparent, and trusting environment – where employees feel safe to air their opinions, be it positive or negative – the policies that exist within the organisation might only stretch so far in terms of employee retention as well as career development and growth within the organisation. This is important because behind the overall satisfaction levels with the current retention strategies, there are also simmering issues that require attention. Such issues relate to the staff's morale or the imperative to keep them motivated, given that the organisation is small in terms of its staff complement.

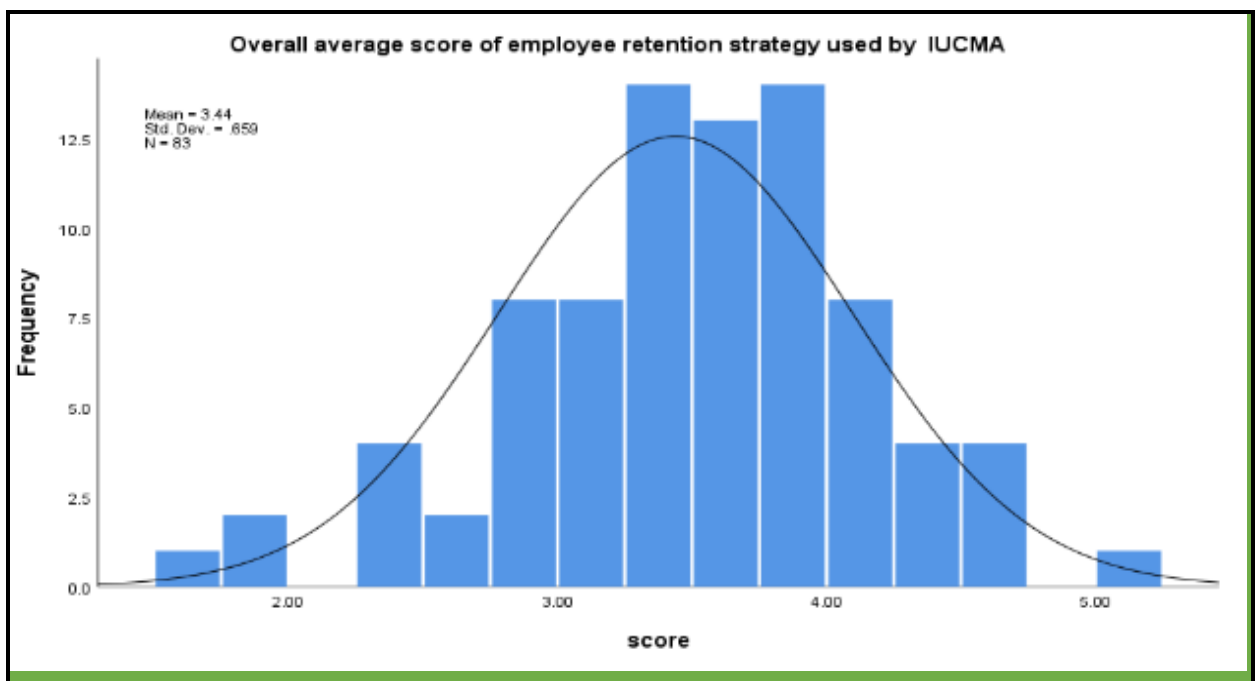
It would also appear that those in middle management and upwards in the organisation have higher ratings and satisfaction levels, compared to those within the lower ranks. One of the interviewees pointed out that the organisation used to allow staff members to attend trainings, but for the past three years, lower ranking staff members have not been

provided with such opportunities. This was confirmed by Participant 2 who stated that, “Currently there is very few employees who are leaving IUCMA, most of the employees are happy with their salaries”.

5.3.2 Summary of the employee retention strategy used by the IUCMA

This section provides a summary of the employee retention strategy used by the IUCMA. As highlighted earlier in this chapter, all questions under the employee retention strategy were summarised into one variable. This was achieved by taking the average of the eight questions contained in the questionnaire that directly related to this thematic area. The normality test results, Kolmogorov-Smirnov, and Shapiro-Wilk test were not statistically significant ($p > 0.01$), implying that the average scores were normally distributed. The overall average score was 3.44 and the standard deviation was .659 (see the figure below for the distribution of the average scores). Generally, an average value of 3.44 shows that most of the respondents agreed with the employee retention strategy used by IUCMA. As highlighted in the responses from the qualitative interviews, presented under section 5.3.1 above, there is a consensus regarding the IUCMA’s employee retention strategies.

Figure 5.3: Average scores of the employee retention strategy used by the IUCMA

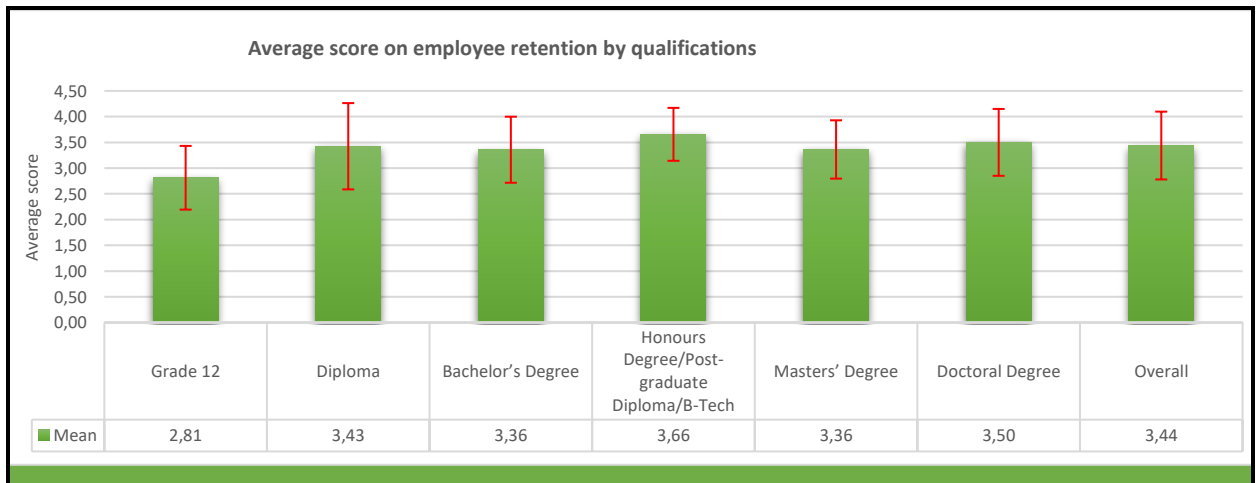


Source: Compiled by the researcher using primary data collected

The analysis of variance was undertaken to test whether there was a difference in the average scores for males and females. The results did not show any significant differences ($p > 0.05$). Females had an average score of 3.57, while males had an average score of 3.29. This shows that female staff members were slightly more receptive and agreeable to the retention strategies used by the IUCMA than their male counterparts were. This is a very good finding, given how often women in most organisations in South Africa and other African regions are usually either underpaid or underappreciated, even when doing similar work to their male colleagues. While this was not a job satisfaction survey, the results can be used by management of the IUCMA to further explore how best to ensure that female employees feel valued and recognised within the workplace.

The analysis relating to the qualifications of the employees did not show any significant differences on the average scores (see the figure below). Additionally, the length of service did not show any significant differences as well, $p > 0.05$.

Figure 5.1: Average score on employee retention by qualifications



Source: Compiled by the researcher using primary data collected

The fact that staff's qualifications and length of service did not seem to be a key factor towards staff retention could possibly be an indication that all employees are treated fairly and are at par in terms of retention within the organisation, despite having varied qualifications and lengths of service. If this finding is confirmed to be true, through further

research and engagements with the IUCMA, this could be leveraged as a key attribute that might be elevated and pitched for scaling up and sharing with similar organisations, so that they can learn about the good practices within the IUCMA.

5.4 DETERMINANTS OF HIGH TURNOVER AMONG TECHNICAL EMPLOYEES AT THE IUCMA

An analysis was also carried out to establish the determinants of high turnover among technical employees at the IUCMA. Again, a total of eight questions were asked under this theme. They were also measured on a five score Likert scale (1) strongly disagree; (2) disagree; (3) are uncertain; (4) agree; and (5) strongly agree. The results show an average score of 3.61 on the statement “The IUCMA does provide flexible pay scales to its technical employees”, implying that most of the respondents agreed that the IUCMA does provide flexible pay scales to its technical employees. This was supported by Participant 5 who expressed the sentiment as follows: “*Our salary scales are structured in way that it is not easy to beat IUCMA salaries especially by government departments though the salaries are on total cost to company*”. This helps to demonstrate the effectiveness of the current retention strategies, noting the areas of improvements that the organisation has to continue developing. This statement was endorsed by Luthans (1995:127) who states that competitive salaries and wages are recognised to be significant. Therefore, if employees’ salaries are competitive and market related, it is not easy for them to leave their organisations. Generally, the average score for each of the statement presented to the respondents shows that they agreed as per Table 5.4 below, which provides a detailed mean and standard deviation analysis.

Table 5.4: Mean and standard deviation scores on determinants of high turnover among technical employees at the IUCMA

		Minimum	Maximum	Mean	Std. Deviation
The IUCMA does provide flexible pay scales to its technical employees.	83	1	5	3.61	1.046
Technical employees at the IUCMA are guaranteed of their job security.	82	1	5	3.89	0.875

		Minimum	Maximum	Mean	Std. Deviation
The work for technical employees at the IUCMA is generally challenging.	82	2	5	3.82	0.918
The vision and mission of the IUCMA are well-communicated to the technical employees.	82	1	5	3.32	1.087
Older technical employees are satisfied with their work more than younger employees.	83	2	5	3.47	0.902
Generally, technical employees at the IUCMA are treated with great degree of respect.	82	1	5	3.46	0.932
Employee grievances are considered by management at the IUCMA.	83	1	5	3.40	1.104
Employees' contributions in terms of suggestions are valued by the management at the IUCMA.	83	1	5	3.40	1.093

Source: Compiled by the researcher using primary data collected

The reliability analysis results reveal a Cronbach's alpha of .667, which is more than .5, implying that the questions are highly reliable.

Table 5.5: Detailed analysis of the determinants of high turnover among technical employees at the IUCMA

	Over all	Gender		Qualifications				Length of service				
		Male	Female	Grade 12	Diploma	Bachelor's Degree	Honours Degree or Diploma or B-Tech	Post-graduate	Masters' Degree	Doctoral Degree	0-5 years	6-10 years
	83	39	44	2	20	28	20	10	3	32	27	24
The IUCMA does provide flexible pay scales to its technical employees.												
Strongly disagree	2.4%	5.1%	0.0%	50.0%	0.0%	3.6%	0.0%	0.0%	0.0%	0.0%	3.7%	4.2%
Disagree	14.5%	15.4%	13.6%	0.0%	20.0%	21.4%	10.0%	0.0%	0.0%	12.5%	14.8%	16.7%
Are uncertain	22.9%	20.5%	25.0%	50.0%	15.0%	21.4%	20.0%	40.0%	33.3%	31.3%	18.5%	16.7%
Agree	39.8%	43.6%	36.4%	0.0%	40.0%	42.9%	40.0%	40.0%	33.3%	31.3%	40.7%	50.0%
Strongly agree	20.5%	15.4%	25.0%	0.0%	25.0%	10.7%	30.0%	20.0%	33.3%	25.0%	22.2%	12.5%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Technical employees at the IUCMA are guaranteed of their job security.												
Strongly disagree	1.2%	2.6%	0.0%	0.0%	0.0%	0.0%	5.3%	0.0%	0.0%	3.1%	0.0%	0.0%
Disagree	6.1%	7.9%	4.5%	0.0%	0.0%	17.9%	0.0%	0.0%	0.0%	3.1%	7.4%	8.7%
Are uncertain	18.3%	23.7%	13.6%	0.0%	15.0%	28.6%	5.3%	30.0%	0.0%	15.6%	22.2%	17.4%
Agree	51.2%	50.0%	52.3%	50.0%	45.0%	39.3%	68.4%	50.0%	100.0%	56.3%	51.9%	43.5%
Strongly agree	23.2%	15.8%	29.5%	50.0%	40.0%	14.3%	21.1%	20.0%	0.0%	21.9%	18.5%	30.4%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
The work for technical employees at the IUCMA is generally challenging.												
Strongly disagree	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Disagree	8.5%	10.5%	6.8%	0.0%	10.0%	7.1%	10.5%	10.0%	0.0%	12.5%	0.0%	13.0%
Are uncertain	26.8%	31.6%	22.7%	0.0%	40.0%	39.3%	5.3%	10.0%	33.3%	25.0%	33.3%	21.7%
Agree	39.0%	39.5%	38.6%	100.0%	25.0%	28.6%	47.4%	60.0%	66.7%	34.4%	44.4%	39.1%

	Over all	Gender		Qualifications				Length of service				
		Male	Female	Grade 12	Diplo ma	Bachelor's Degree	Honours Diploma or B-Tech	Post-graduate	Masters' Degree	Doctoral Degree	0-5 years	6-10 years
	83	39	44	2	20	28	20	10	3	32	27	24
Strongly agree	25.6 %	18.4 %	31.8 %	0.0%	25.0%	25.0%	36.8%	20.0%	0.0%	28.1%	22.2%	26.1%
Total	100%	100 %	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
The vision and mission of the IUCMA are well-communicated to the technical employees.												
Strongly disagree	4.9%	2.6 %	6.8%	0.0%	10.0%	3.6%	0.0%	10.0%	0.0%	3.2%	7.4%	4.2%
Disagree	19.5 %	18.4 %	20.5 %	0.0%	25.0%	21.4%	26.3%	0.0%	0.0%	25.8%	11.1%	20.8%
Are uncertain	28.0 %	26.3 %	29.5 %	50.0%	50.0%	21.4%	15.8%	10.0%	66.7%	19.4%	25.9%	41.7%
Agree	34.1 %	36.8 %	31.8 %	0.0%	15.0%	35.7%	42.1%	60.0%	33.3%	32.3%	48.1%	20.8%
Strongly agree	13.4 %	15.8 %	11.4 %	50.0%	0.0%	17.9%	15.8%	20.0%	0.0%	19.4%	7.4%	12.5%
Total	100%	100 %	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Older technical employees are more satisfied with their work than younger employees are.												
Strongly disagree	0.0%	0.0 %	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Disagree	12.0 %	15.4 %	9.1%	50.0%	20.0%	7.1%	10.0%	0.0%	33.3%	6.3%	7.4%	25.0%
Are uncertain	44.6 %	43.6 %	45.5 %	50.0%	50.0%	35.7%	60.0%	30.0%	33.3%	56.3%	48.1%	25.0%
Agree	27.7 %	20.5 %	34.1 %	0.0%	20.0%	46.4%	15.0%	20.0%	33.3%	21.9%	33.3%	29.2%
Strongly agree	15.7 %	20.5 %	11.4 %	0.0%	10.0%	10.7%	15.0%	50.0%	0.0%	15.6%	11.1%	20.8%
Total	100%	100 %	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Generally, technical employees at the IUCMA are treated with great degree of respect.												
Strongly disagree	1.2%	0.0 %	2.3%	0.0%	0.0%	3.7%	0.0%	0.0%	0.0%	0.0%	3.7%	0.0%
Disagree	14.6 %	12.8 %	16.3 %	50.0%	25.0%	3.7%	20.0%	10.0%	0.0%	21.9%	3.7%	17.4%
Are uncertain	32.9 %	41.0 %	25.6 %	50.0%	30.0%	33.3%	50.0%	10.0%	0.0%	28.1%	40.7%	30.4%
Agree	39.0 %	28.2 %	48.8 %	0.0%	40.0%	48.1%	25.0%	50.0%	33.3%	34.4%	37.0%	47.8%

	Over all	Gender		Qualifications				Length of service				
		Male	Female	Grade 12	Diploma	Bachelor's Degree	Honours Diploma or B-Tech	Post-graduate	Masters' Degree	Doctoral Degree	0-5 years	6-10 years
	83	39	44	2	20	28	20	10	3	32	27	24
Strongly agree	12.2%	17.9%	7.0%	0.0%	5.0%	11.1%	5.0%	30.0%	66.7%	15.6%	14.8%	4.3%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Employee grievances are considered by management at the IUCMA.												
Strongly disagree	4.8%	5.1%	4.5%	50.0%	0.0%	7.1%	5.0%	0.0%	0.0%	3.1%	3.7%	8.3%
Disagree	15.7%	15.4%	15.9%	0.0%	20.0%	17.9%	10.0%	20.0%	0.0%	12.5%	14.8%	20.8%
Are uncertain	32.5%	33.3%	31.8%	50.0%	30.0%	28.6%	35.0%	40.0%	33.3%	28.1%	37.0%	33.3%
Agree	28.9%	30.8%	27.3%	0.0%	25.0%	25.0%	35.0%	30.0%	66.7%	37.5%	29.6%	16.7%
Strongly agree	18.1%	15.4%	20.5%	0.0%	25.0%	21.4%	15.0%	10.0%	0.0%	18.8%	14.8%	20.8%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Employees' contributions in terms of suggestions are valued by the management at the IUCMA.												
Strongly disagree	4.8%	7.7%	2.3%	0.0%	5.0%	7.1%	0.0%	10.0%	0.0%	6.3%	3.7%	4.2%
Disagree	16.9%	12.8%	20.5%	0.0%	15.0%	17.9%	25.0%	10.0%	0.0%	12.5%	25.9%	12.5%
Are uncertain	27.7%	15.4%	38.6%	50.0%	30.0%	25.0%	30.0%	30.0%	0.0%	37.5%	14.8%	29.2%
Agree	34.9%	51.3%	20.5%	50.0%	35.0%	42.9%	30.0%	20.0%	33.3%	31.3%	37.0%	37.5%
Strongly agree	15.7%	12.8%	18.2%	0.0%	15.0%	7.1%	15.0%	30.0%	66.7%	12.5%	18.5%	16.7%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Source: Compiled by the researcher using primary data collected

Table 5.5 illustrates that 16.9 % of the respondents disagree that the IUCMA does provide flexible pay scale to its employees, while 60.3% agree and only 22.9% are uncertain. The results show that most of the respondents agree that the IUCMA provides flexible pay scale to its employees. Flexible salary scales prevent employees from leaving their organisations. This statement is aligned with the Department of Public Service and Administration Remuneration Guide (2006:23), which indicates that the employees' pay should be aligned with the nationwide pay scales. This was supported by Participant 6 who indicated: *“Our salary scales are structured in way that it is not easy to beat IUCMA salaries especially by government departments though the salaries are on total cost to company”*. Participant 7 also stated that, *“There won't be any resignation rest assure you because of the salary scales. Let me give you an example, you will find that there is an environmental officer in compliance monitoring and enforcement, and it is an entry post here. You will find that that environmental officer is earning the salary of the Assistant Director as compared to government department. Obviously, looking at the salary they are earning here, for them to apply for government department, they will have to apply for Deputy Director position. It is therefore impossible for the other institution to shortlist an environmental officer to a Deputy Director position but they current salary makes them to apply for Deputy Director position since they cannot apply for Assistant Director positions. Therefore, there will be not any resignations”*. The IUCMA should therefore develop and implement best employment practices and offer competitive, flexible pay, so that its employees can stay longer in the organisation.

Table 5.5 also illustrates the opinions of the respondents on whether employees at the IUCMA are guaranteed job security. The results show that about 7.3% of the respondents disagree, while 74.4 agree and 18.3% are uncertain. This finding indicates that many of the respondents agree that the IUCMA employees are guaranteed job security. This statement was also supported by Participant 9 who expressed the following sentiment: *“I can say yes, the organisation is a water resource management. We are managing water resources at a local level. We are managing the rivers involving communities. I feel like IUCMA's core mandate is done by technical employees; therefore, the work of technical employees have job security. In case the minister can say the CMAs should not operate, there should be a gap and this job need to be done, therefore the technical employees might be absorbed by the department of water and sanitation to continue doing this job as it is critical for the benefit of the public”*. Though there are other participants who have

indicated that there is no job security at the IUCMA, as confirmed by Participant 8 who indicated that *“I don’t think there is job security at IUCMA because there are employees who were dismissed without doing things which might lead to dismissal”*. This means that employees need to be safe and have the assurance of job security. This statement is congruent with Robbins’ (2003: 159) view that when factors of job dissatisfaction and job security are removed from the job, the employees will not necessarily be motivated, and this might lead them to leaving the organisation.

Figure 5.5 further depicts the opinion of the respondents on whether the work of technical employees at the IUCMA is generally challenging. The results reveal that about 8.5% disagree, while 64.6% agree and 26.8% are uncertain. This finding indicates that most of the respondents confirmed that the work of technical employees at the IUCMA is challenging. This statement was confirmed by Participant 10 who affirmed: *“Yes, is challenging. Remember we spend most of our time on side. I will make an example with another division within the institution whereby the employees need to do monitoring at Kruger National Park. Even myself I used to go to the farm where the owners have not treated us well. If the work of technical employees was office work, I was going to say it is not challenging”*. Participant 11 also indicated that, *“In my view it is challenging. What make is challenging is the lack of enough adequate staff to perform the work. In our situation, there was some cut in some of the positions we were supposed to get, and this will make our staff to be overloaded. This will also cause us to have bag log. It is challenging because of the shortage of staff. It is challenging because to issue licensing come up with attached days which indicate when that license can be finalised. Now they have reviewed the finalisation of license within ninety days from three hundred days. This means that for us to meet the ninety days we need more staff and currently we don’t have that enough staff. This cause us to work even after hours so that we can meet the target and the ninety days. Therefore, the work of technical employees is very challenging”*. However, other participants indicated that technical work is not challenging. This was confirmed by Participant 8 who negated: *“Not challenging because when they appoint you within technical division, obviously you do have qualification and experience. In fact, is not challenging since you do the same job every day. You do monitoring, and sampling on the same points”*.

Since the work of technical employees looks challenging, based on this finding, the IUCMA needs to intervene and support technical employees. The Department of Public Service and Administration Retention Guide (2006:23) emphasised that it is the responsibility of managers to ensure that the work is challenging and that sufficient resources are available, to meet the demands of the job. Armstrong (2006:397) argues that the job should be structured in such a way that skill variety and task significance are maximised. It is evident that employees are motivated when they are provided with challenging work, unlike performing operational and routine work in their organisations.

Table 5.5 reflects the opinions of the respondents on whether the vision and mission of the IUCMA are well-communicated to employees. The results show that about 24.4% of the respondents disagree, while 47.5 agree and 28.0% are uncertain. This finding indicates that most of the respondents tend to agree that the vision and mission of the institution are well-communicated to the staff. Communication is the most important element which contributes to the success of an organisation. This statement is reinforced by Salopek (2000:46) who articulates that employers should communicate how employees contribute towards the corporate vision and mission of their organisations.

Table 5.5 further illustrates that 12.0% of the respondents strongly disagree that older technical employees are more satisfied with their work than younger employees are, while 43,4% agree and 44.6% are uncertain. The results reveal that majority of respondents were uncertain, though the percentage of those who agree was higher than that of those who disagree. This statement was supported by Participant 11 who expressed that: *“The younger employees are satisfied because they have just got the work and they are still excited, the older ones know the work and they have experience, and that excitement is no longer there, therefore they are not satisfied as they are waiting for their retirement time”*. Job satisfaction is the most motivating factor for employees to stay longer in an organisation. This statement is supported by Churchill, Gilbert, Ford, Hardley and Walker (1974:225) who state that job satisfaction includes the characteristics of the job, job security, and the work environment that employees find satisfying or unsatisfying. Park (2003:4) also argues that employees are more productive and motivated in doing their jobs only if they have the ownership of their jobs. Dawis (1992:69-88) observes that employees are satisfied with their jobs if their knowledge, skills, competencies, and abilities are utilised and recognised by the organisation.

Table 5.5 also illustrates the opinion of the respondents on whether employees are treated with a great degree of respect. The results reveal that about 15,8% of the respondents disagree, while 51.2% agree and 32.9% are uncertain. Based on this finding, most of the respondents agree that the IUCMA employees are treated with a great degree of respect. Treating employees with a great degree of respect motivates them to stay longer in an organisation. This statement is buttressed by Efere (2005:7) who indicates that the acceptance theory suggests that the way supervisors or managers treat employees depends on the extent to which employees are accepting it. This implies that organisations should treat their employees as the most important assets. This is so that the organisational objectives can be achieved, and that the employees do not leave their organisations.

Table 5.2 further illustrates that 20.5% of the respondents disagree that their grievances are considered by management, while 47% agree and 32.5% are uncertain. This finding shows that most of the respondents agree that their grievances are considered by management. Therefore, the IUCMA managers and supervisors should continuously attend to grievances and provide feedback to their employees. This statement is supported by the IUCMA's Grievance Procedure Policy (2014:4), which states that management shall attend to employees' grievances as soon as they are established.

Table 5.2 also shows that 21.7% of the respondents disagree that employees' contributions are valued by management at the IUCMA, while 50.6% agree and 27.7% are uncertain. Though majority of the respondents tend to agree, there was a slight increase of the employees who are uncertain at 27.7%. This means that most of the employees were neutral regarding the answer to this question. This finding was also confirmed by Participant 6 who expressed the following sentiment: *"Eee, again I will go back to my division resource planning and monitoring, we collect data, we process that data so that it can be usable. Indirectly, the technical employees are involved in decision making because if we provide incorrect data incorrect decision will be made. Based on that technical employee are involved and engaged in decision making. It cannot be directly but indirectly"*. The IUCMA management should consider employees' suggestions, since this might improve the organisational performance and decrease employee turnover, as employees might feel very important in the organisation.

5.4.1 Factor analysis on determinants of high turnover among technical employees at the IUCMA

Factor analysis was conducted on the questions asked regarding the determinants of the high turnover among technical employees at the IUCMA. The results reveal three factors which explain about 63.2% of the total variance. A total of 6 out of 8 questions were loaded into factor 1, whereas 5 questions were loaded into factor 2, and 4 questions loaded into factor 3. For each factor, reliability analysis was carried out, and a Cronbach's alpha of .667, .605, and .437 for factors 1, 2, and 3, respectively, was revealed. Bartlett's Test of Sphericity shows a significant result ($p < 0.05$) implying that the model was statistically significant.

Table 5.6: Summary of the factor analysis on determinants of high turnover among technical employees at the IUCMA

	Factor 1	Factor 2	Factor 3
Employee grievances are considered by management at the IUCMA.	0.86		
Employees' contributions in terms of suggestions are valued by the management at the IUCMA.	0.819		
The IUCMA does provide flexible pay scales to its technical employees.	0.471	0.437	0.253
Older technical employees are satisfied with their work more than younger employees.		0.863	
Generally, technical employees at the IUCMA are treated with great degree of respect.	0.486	0.631	
The vision and mission of the IUCMA are well-communicated to the technical employees.		0.625	0.107
The work for technical employees at the IUCMA is generally challenging.	-0.141		0.808
Technical employees at the IUCMA are guaranteed of their job security.	0.28	0.176	0.766
Cronbach's Alpha	0.667	0.605	0.437
% Of variance explained	32.2%	16.0%	15.0%
% Of total variance	63.2%		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.614		

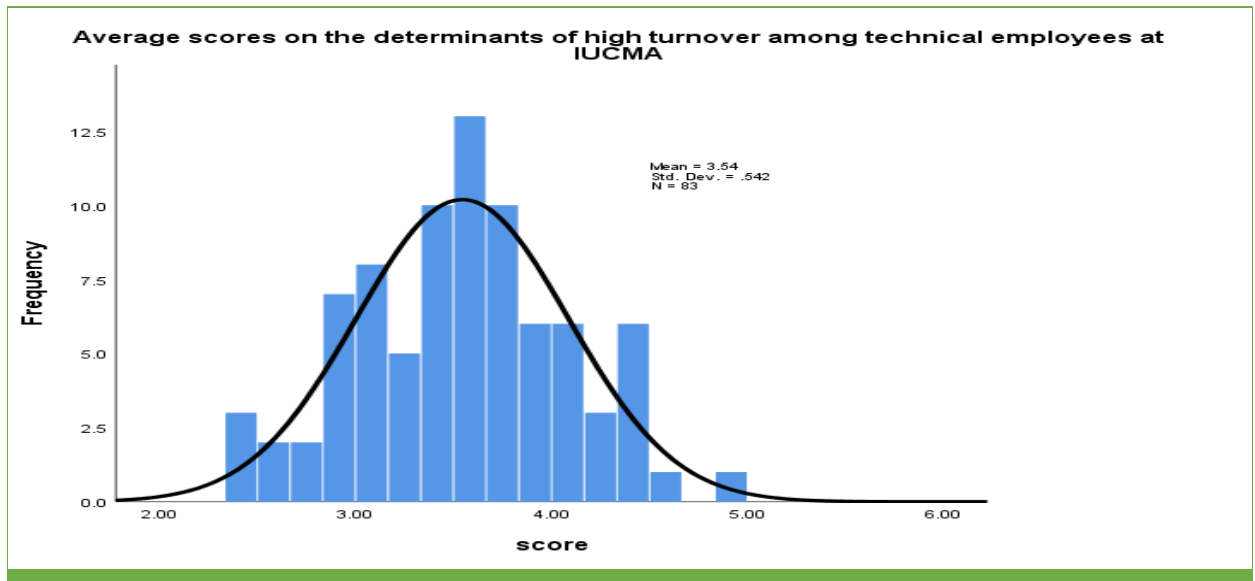
Factor 1		Factor 2	Factor 3
Bartlett's Test of Sphericity			
Approx. Chi-Square		127.258	
Df		28	
Significance of Bartlett		0.0000	
Determinant		0.185	
Extraction Method: Principal Component Analysis.			
Rotation Method: Varimax with Kaiser Normalization.			
a Rotation converged in 4 iterations.			

Source: Compiled by the researcher using primary data collected

5.4.2 Summary of the determinants of high turnover among technical employees at the IUCMA

All the questions under the determinants of the high turnover among technical employees at the IUCMA were summarised into one variable by taking the average of the eight questions. Kolmogorov-Smirnov and Shapiro-Wilk test results were not statistically significant ($p > 0.05$), implying that the average scores were normally distributed. The overall average score was 3.54 and the standard deviation of .542 was obtained. Figure 5.4 below illustrates the distribution summary of the determinants of the high turnover among technical employees at the IUCMA.

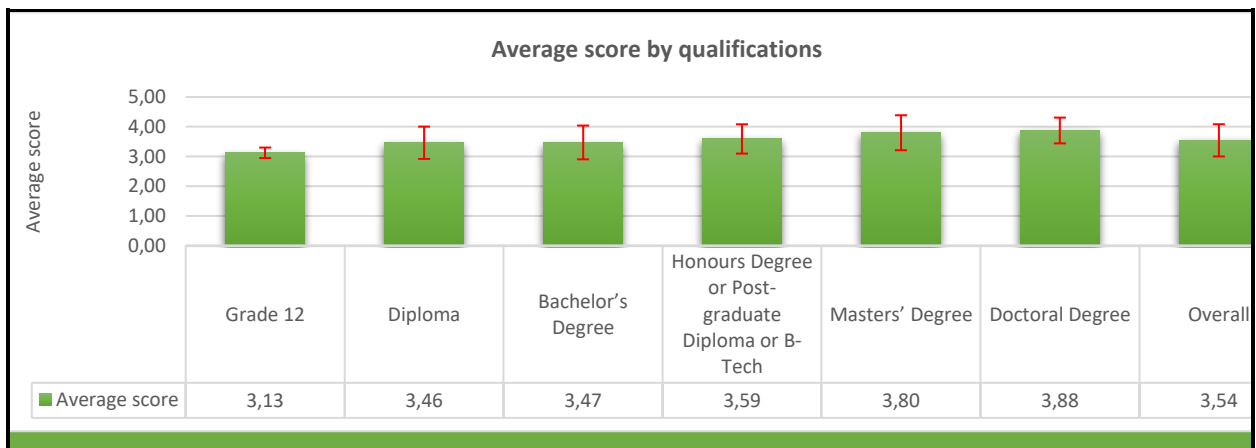
Figure 5.2: Distribution summary of the determinants of the high turnover among technical employees at the IUCMA



Source: Compiled by the researcher using primary data collected

The analysis of the scores by gender did not show any significant variations, $p > 0.05$. The average of the scores for females was 3.6, while that of the scores for males was 3.5. This suggests that they both agreed to most of the questions under the determinants of the high turnover among technical employees at the IUCMA. The analysis by qualifications did not reveal any significant differences in the average scores ($p > 0.05$). However, the employees with higher qualification tend to have higher score, although not significant (see Figure 5.5 below).

Figure 5.3: Average scores by qualifications



Source: Compiled by the researcher using primary data collected

As indicated in the earlier sections, some qualitative responses from the key informant interviews also confirmed the fact that there was no significant difference between males and females, as well as by qualifications. However, some key informants felt that it was not appropriate for the organisation to compare non-technical with technical staff in terms of retention. Participant 12 underscored that, *“I think if we can accept that not everyone at core is not a scares skill. For an example you cannot compare the environmental officer with a scientist or engineer”*. Another issue that was noted and suggested as a key incentive to reduce the high employee turnover among technical staff is assistance with professional registration, such as the ECSA and the SACNASP. The institution should also assist in paying for those professional registrations, as this will motivate technical employees. On the main, technical staff tended to have an elevated perception suggesting that they should be treated differently from non-technical staff, to encourage them to stay within the institution. For example, Participant 12 remarked that: *“it is unfair to the institution to treat an environmental officer or the Validation and Verification person with someone professional like the engineer”*. While these anecdotes were shared by some of the participants during the key informant interviews, the overall conclusion is that there is consensus among employees regarding the turnover of technical staff.

5.5 MEASURES FOR REDUCING THE HIGH TURNOVER OF TECHNICAL EMPLOYEES

Questions asked/statements made under this theme were rated on a five-score Likert scale (1) Not at all; (2) To a slight extent; (3) To some extent; (4) To a large extent; and (5) To a very large extent. Similar to the other sections above, the respondents were asked 8 questions under the measures for reducing high turnover. Table 5.7 below shows the mean and standard deviation scores on the measures for reducing the high turnover of technical employees. The results show an average of 3.89 on the statement “The IUCMA provides safe working environment for the technical employees”, implying that most of the respondents were agreed to a large extent. Additionally, the results reveal that the respondents agreed to a large extent that “The IUCMA recognises and rewards good performance of technical employees”, “Technical employees are involved and engaged in important decisions in the IUCMA”, “The IUCMA does take effort to improve the knowledge and skills of the technical employees” with average scores of 3.88, 3.43

and 3.72, respectively. Employees need to be involved and engaged, so that they can also make some contribution or provide inputs in any decision that the organisation makes. This statement was supported by Erasmus (2003:324) who states that it is the responsibility of organisations to ensure that their employees are involved and engaged in all organisational activities, as this will reduce employee turnover.

It is worth noting that most of the respondents agreed to a slight extent that “The IUCMA conducts regular evaluations of employee satisfaction and morale” and “Technical employees are offered attractive year-end bonus schemes by IUCMA”, with average scores of 2.31 and 2.7, respectively, as shown in Table 5.7 below. Evaluations also assist organisations to identify the gaps in the workplace. This ensures that those gaps are addressed, so that the organisation can achieve its goals. This statement was supported by Gardner (2009:213) who explains that an evaluation process includes the measurement of employees’ attitudes, morale, and turnover rate in the organisation.

Table 5.7: Mean and standard deviation scores on measures for reducing the high turnover of technical employees

		Minimu m	Maximu m	Mea n	Std. Devatio n
The IUCMA provides safe working environment for the technical employees.	83	1	5	3.89	0.937
The IUCMA recognizes and rewards good performance of technical employees.	83	1	5	3.88	0.875
Technical employees are involved and engaged in important decisions in the IUCMA.	82	1	5	3.43	1.043
The IUCMA does take effort to improve the knowledge and skills of the technical employees.	83	1	5	3.72	0.831
The IUCMA conducts regular evaluations of employee satisfaction and morale.	83	1	5	2.37	1.145
Technical employees are offered attractive year-end bonus schemes by the IUCMA.	83	1	5	2.31	1.136
Technical employees are presents with opportunities to reach their full potential.	82	1	5	2.63	1.083

		Minimu m	Maximu m	Mea n	Std. Deviation
The management of the IUCMA does support technical employees to obtain higher qualifications.	81	1	5	3.41	1.202

Source: Compiled by the researcher using primary data collected

The reliability analysis results reveal a Cronbach's alpha of .718, which is more than .5. This implies that the questions are highly reliable. This means that the findings from this study can be both replicated and have a higher likelihood of being scaled up for lessons and knowledge exchange with similar organisations. A detailed breakdown and analysis of the measures for reducing the high turnover among technical staff within the IUCMA are presented further below.

Table 5.8 provides a detailed analysis and breakdown of the measures implemented by the IUCMA to reduce the high turnover of technical staff.

Table 5.8: Measures for reducing the high turnover among technical employees

	Overall	Gender		Qualifications				Length of service					
	83	Male 39	Female 44	Grade 12 2	Diploma 20	Bachelor's Degrees 28	Honours Degree or B-Tech 20	Post-graduate Diploma 10	Masters' Degree 3	Doctoral Degree 32	0-5 years 27	6-10 years 27	11-15 years 24
The IUCMA provides safe working environment for the technical employees.													
Not at all	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
To a slight extent	9.6%	7.7%	11.4%	0.0%	15.0%	10.7%	5.0%	10.0%	0.0%	9.4%	7.4%	12.5%	
To some extent	20.5%	20.5%	20.5%	0.0%	20.0%	25.0%	15.0%	30.0%	0.0%	18.8%	18.5%	25.0%	
To a large extent	41.0%	48.7%	34.1%	100.0%	30.0%	42.9%	50.0%	20.0%	66.7%	34.4%	44.4%	45.8%	
To a very large extent	28.9%	23.1%	34.1%	0.0%	35.0%	21.4%	30.0%	40.0%	33.3%	37.5%	29.6%	16.7%	
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
The IUCMA recognises and rewards good performance of technical employees.													
Not at all	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
To a slight extent	6.0%	7.7%	4.5%	0.0%	0.0%	14.3%	0.0%	10.0%	0.0%	6.3%	7.4%	4.2%	
To some extent	26.5%	23.1%	29.5%	0.0%	30.0%	28.6%	40.0%	0.0%	0.0%	31.3%	18.5%	29.2%	
To a large extent	41.0%	43.6%	38.6%	50.0%	40.0%	42.9%	30.0%	50.0%	66.7%	34.4%	44.4%	45.8%	
To a very large extent	26.5%	25.6%	27.3%	50.0%	30.0%	14.3%	30.0%	40.0%	33.3%	28.1%	29.6%	20.8%	
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Technical employees are involved and engaged in important decisions in the IUCMA.													
Not at all	4.9%	7.9%	2.3%	0.0%	5.3%	7.1%	5.0%	0.0%	0.0%	9.4%	0.0%	4.2%	
To a slight extent	13.4%	13.2%	13.6%	50.0%	10.5%	14.3%	5.0%	20.0%	33.3%	3.1%	19.2%	20.8%	
To some extent	29.3%	23.7%	34.1%	0.0%	31.6%	32.1%	35.0%	20.0%	0.0%	46.9%	15.4%	20.8%	
To a large extent	39.0%	39.5%	38.6%	0.0%	26.3%	32.1%	55.0%	60.0%	33.3%	34.4%	46.2%	37.5%	

	Overa	Gender		Qualifications				Length of service					
	II	Male	Femal	Grade	Diplo	Bachelor's	Honours Degree or Post-graduate Diploma	Masters'	Doctoral	0-5	6-10	11-15	
	83	39	44	12	ma	Degrees	or B-Tech	Degree	Degree	years	years	years	
				2	20	28	20	10	3	32	27	24	
To a very large extent	13.4%	15.8%	11.4%	50.0%	26.3%	14.3%	0.0%	0.0%	33.3%	6.3%	19.2%	16.7%	
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
The IUCMA does take effort to improve the knowledge and skills of the technical employees.													
Not at all	1.2%	0.0%	2.3%	0.0%	0.0%	3.6%	0.0%	0.0%	0.0%	3.1%	0.0%	0.0%	
To a slight extent	7.2%	0.0%	13.6%	0.0%	15.0%	7.1%	0.0%	10.0%	0.0%	6.3%	3.7%	12.5%	
To some extent	22.9%	20.5%	25.0%	50.0%	20.0%	25.0%	20.0%	20.0%	33.3%	9.4%	29.6%	33.3%	
To a large extent	55.4%	69.2%	43.2%	50.0%	55.0%	50.0%	60.0%	70.0%	33.3%	68.8%	51.9%	41.7%	
To a very large extent	13.3%	10.3%	15.9%	0.0%	10.0%	14.3%	20.0%	0.0%	33.3%	12.5%	14.8%	12.5%	
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
The IUCMA conducts regular evaluations of employee satisfaction and morale.													
Not at all	30.1%	30.8%	29.5%	50.0%	35.0%	28.6%	30.0%	30.0%	0.0%	25.0%	25.9%	41.7%	
To a slight extent	22.9%	23.1%	22.7%	0.0%	20.0%	21.4%	20.0%	40.0%	33.3%	25.0%	25.9%	16.7%	
To some extent	28.9%	30.8%	27.3%	50.0%	25.0%	25.0%	35.0%	30.0%	33.3%	28.1%	33.3%	25.0%	
To a large extent	15.7%	12.8%	18.2%	0.0%	20.0%	17.9%	15.0%	0.0%	33.3%	18.8%	11.1%	16.7%	
To a very large extent	2.4%	2.6%	2.3%	0.0%	0.0%	7.1%	0.0%	0.0%	0.0%	3.1%	3.7%	0.0%	
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
Technical employees are offered attractive year-end bonus schemes by the IUCMA.													
Not at all	30.1%	30.8%	29.5%	50.0%	25.0%	39.3%	30.0%	20.0%	0.0%	34.4%	25.9%	29.2%	
To a slight extent	28.9%	28.2%	29.5%	0.0%	40.0%	21.4%	30.0%	30.0%	33.3%	28.1%	33.3%	25.0%	
To some extent	22.9%	25.6%	20.5%	0.0%	15.0%	14.3%	25.0%	50.0%	66.7%	18.8%	25.9%	25.0%	
To a large extent	15.7%	15.4%	15.9%	50.0%	15.0%	21.4%	15.0%	0.0%	0.0%	15.6%	11.1%	20.8%	
To a very large extent	2.4%	0.0%	4.5%	0.0%	5.0%	3.6%	0.0%	0.0%	0.0%	3.1%	3.7%	0.0%	
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
Technical employees are presents with opportunities to reach their full potential.													

	Overall 83	Gender		Qualifications						Length of service			
		Male 39	Female 44	Grade 12 2	Diploma 20	Bachelor's Degrees 28	Honours Degree or Post-graduate Diploma or B-Tech 20	Masters' Degree 10	Doctoral Degree 3	0-5 years 32	6-10 years 27	11-15 years 24	
Not at all	18.3%	25.6%	11.6%	0.0%	15.0%	25.9%	15.0%	20.0%	0.0%	19.4%	7.4%	29.2%	
To a slight extent	26.8%	23.1%	30.2%	0.0%	20.0%	29.6%	25.0%	40.0%	33.3%	22.6%	44.4%	12.5%	
To some extent	29.3%	20.5%	37.2%	50.0%	50.0%	18.5%	25.0%	30.0%	0.0%	22.6%	25.9%	41.7%	
To a large extent	24.4%	30.8%	18.6%	50.0%	15.0%	22.2%	35.0%	10.0%	66.7%	32.3%	22.2%	16.7%	
To a very large extent	1.2%	0.0%	2.3%	0.0%	0.0%	3.7%	0.0%	0.0%	0.0%	3.2%	0.0%	0.0%	
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
The management of the IUCMA does support technical employees to obtain higher qualifications.													
Not at all	8.6%	10.3%	7.1%	0.0%	10.5%	14.8%	5.0%	0.0%	0.0%	6.7%	11.1%	8.3%	
To a slight extent	16.0%	17.9%	14.3%	0.0%	15.8%	14.8%	15.0%	20.0%	33.3%	16.7%	22.2%	8.3%	
To some extent	18.5%	10.3%	26.2%	0.0%	31.6%	3.7%	25.0%	30.0%	0.0%	13.3%	7.4%	37.5%	
To a large extent	39.5%	51.3%	28.6%	100.0%	15.8%	40.7%	45.0%	50.0%	66.7%	46.7%	40.7%	29.2%	
To a very large extent	17.3%	10.3%	23.8%	0.0%	26.3%	25.9%	10.0%	0.0%	0.0%	16.7%	18.5%	16.7%	
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	

Source: Compiled by the researcher using primary data collected

Table 5.8 shows that 0.0% of the respondents believe that the IUCMA provides a safe working environment, “not at all”, 9.6% to a slight extent, 20.5% to some extent, 41.0% to a large extent, and 28.9% to a very large extent. This indicates that most of the respondents agree to a large extent and very large extent that the IUCMA offers a safe working environment to its employees. This statement was confirmed by Participant 9 who affirmed: *“Yes definitely, the work environment is flexible. You can learn a lot of things. We are not office bound and we learn a lot of things. It is flexible work environment. Jaa, we have all the working tools. We received PPEs, laptops, and proper phones. I can say the environment is conducive”*. However, Participant 13 cautioned that: *“I think there is still much to be done on the safety of technical employees. The institution is not taking care of the safety of technical employees. Therefore, the environment is not well conducive enough to favour technical employees”*. The IUCMA management should therefore continue providing a safe and healthy working environment to its employees, since a safe and healthy environment is considered as one of the most critical factors that contribute to employees not leaving their organisations. This view was supported by Netswera (2005:39) who states that employee enjoy working under a safe and healthy environment. This argument shows that the IUCMA should retain employees and provide a healthy working environment, since the organisational results depend on the health and productivity of employees.

Figure 5.8 further illustrates that 0.0% of the respondents did not at all believe that the IUCMA recognises and rewards the good performance of technical employees, 6.0% to a slight extent, 26.5% to some extent, 41.0% to a large extent, and 26.5% to a very large extent. This finding reveals that most of the respondents believe that, to a large extent and a very large extent, the IUCMA recognises and rewards the good performance of its technical employees. This statement was also confirmed by Participant 2 who indicated: *“So far at IUCMA, good performance is recognised through PMDS. IUCMA also circulate good achievements or performance of staff to all staff members as part of appreciating the good performance. Though there is still a lot which need to be done as part of recognising good performance”*. This finding is also supported by the IUCMA’s Performance Management and Development System Policy (2019:16) which states that employees who have performed satisfactorily and above expectation will receive performance bonuses and notch progression. Employees are more productive when their performance is recognised by their supervisors, which motivates them. If employees are

motivated, it will not be easy for them to leave their organisations. This statement is supported by Salie and Schlechter (2012:11) who state that employees are motivated if they are rewarded and recognised. This argument shows that through rewards and the recognition of employees, the staff turnover rate can be reduced. Therefore, the IUCMA should ensure that employees who have performed satisfactorily or above average are recognised.

Table 5.8 also shows that 4.9% of the respondents do not at all believe that the IUCMA employees are involved and engaged in important decisions, 13.4% to a slight extent, 29.3% to some extent, 39.0% to a large extent, and 13.4% to a very large extent. This finding indicates that the majority of the respondents believe that, to a large extent and a very large extent, the IUCMA employees are engaged and involved in the decision-making processes. This finding is reinforced by Participant 7 who painfully stated: *“Eeeee, decision making..., that one is a very difficult question to answer because being involved does not mean your inputs will be taken into consideration. For an example, currently finance division has just decided to cut budget or to implement cost containment measures whereby we as managers we have never been consulted or engaged before they even implement those cost containment circular. There is no transparency especially on the finance part, Last week I approve for my official to attend the training for three weeks, unfortunately the training was cancelled, and I have indicated to them that they should move the money around. Unfortunately, the decision was taken without us been involved or engaged”*. The IUCMA management should continue engaging employees, so that they can also feel important in the institution. If employees feel that they are not recognised in an institution, they might start applying for new positions in other organisations. This statement is supported by Towers Perrin (2008:5), who states that there is a close linkage between engagement and retention. Harvard Business School Press (2006:81) also notes that engaging employees is a very important element of retention. Cook (2008:59) also introduces wellbeing, information, fairness, and involvement as key elements enabling organisations to drive engagement. Whitecomb (2012:88) observes that retaining and engaging employees results in good quality results that satisfy customers.

Table 5.8 illustrates that 1.2% of the respondents do not at all believe that the IUCMA does make efforts to improve the knowledge and skills of its employees, 7.2% to a slight

extent, 22.9% to some extent, 55.4% to a large extent, and 13.3% to a very large extent. This finding shows that most of the respondents believe, to a large extent and a very large extent, that the IUCMA does make efforts to improve the knowledge and skills of its employees. This means that the IUCMA employees are fully capacitated through training and development. Participant 10 pointed out that, "*The organisation used to allow staff members to attend trainings but for the past three years, lower ranking staff members have not been provided with such opportunities*". Participant 10 further elaborated that, "*Currently only supervisors and managers who attend strategic trainings. Based on that I will say there is no strategy which IUCMA is implementing now*". These results indicate that most of the respondents agree that continuous training and development enables employees to maximise their performance. This statement is in line with what Fox and Meyer's (1996:36) view that development is the process of increasing the quality and performance of employees. Similarly, Noe and Hollenbeck (2010:87) state that development involves adding knowledge, skills, competency to employees to improve their ability and performance in the workplace. According to Paul (2004:201), training and development is a human resource function whereby employees are capacitated with a specific skill to improve their performance. This means that the IUCMA should conduct regular trainings and development sessions so that the skills of its employees can be improved. This statement is endorsed by Kirschenbaum and Weisberg (2002:389) who stress that if employees are not trained, their jobs become frustrating, and this can cause these employees to leave their organisation.

Table 5.8 also illustrates that 30.1% of the respondents do not at all believe that the IUCMA conducts regular evaluations of employee satisfaction and morale, 22.9% to a slight extent, 28.9% to some extent, 15.7% to a large extent, and 2.4% to a very large extent. This finding indicates that majority of the respondents believe, not at all and to a slight extent, that the IUCMA undertakes regular evaluations on employee satisfaction and morale. On the question: "*Do you think the IUCMA conducts regular evaluations of satisfaction and morale among technical employees?*" most of the participants indicated that the IUCMA is not conducting regular evaluations of satisfaction and morale among its technical employees. This was also confirmed by Participant 12 who indicated: "*No, that one is lacking. The reason why I am saying that is because I was with the institution for more than four year and such evaluations have never happen*". Most of the participants indicated that since they have been working for the IUCMA, only one survey on staff

satisfaction was conducted in 2018. The participants further indicated that the survey was done, but they were never informed about the outcome, and nothing happened. This was confirmed by Participant 7 who responded: *“Noo, it was a once off. You see if you interview someone you need to come up with progress to implement. I did raise my frustration and unfair treatment, but I don’t know what? There was no feedback which was provided to us based on the outcomes of that survey. I think that there was supposed to be follow up session but that did not happen. That is why I am saying that survey did not assist”*. The IUCMA should continuously conduct evaluations to determine the job satisfaction and morale of its employees. This finding was also supported by Gardner (2009:213), who states that the evaluation process includes the measurement of employees’ attitudes, morale, and turnover rate in the organisation. It is therefore advisable that the IUCMA conduct regular evaluations to check if its workforce is still satisfied or not. Evaluations and measurements also assist organisations to identify the gaps in the workplace and ensure that those gaps are addressed, so that the organisation can achieve its goals.

Figure 5.8 illustrates that 18.3% of the respondents do not at all believe that employees are presented with opportunities to reach their full potential, 26.8% to a slight extent, 29.3% to some extent, 24.4% to a large extent, and 1.2% to a very large extent. This finding shows that majority of the respondents believe, not at all and to a slight extent, that employees are presented with opportunities to reach their full potential. This finding was supported by Participant 4 who affirmed: *“Yes, because there are three employees who have just been promoted internally in my division called Water Use Authorisation. There are career opportunities”*. Career opportunities within the institution motivate employees not to leave their organisations. This statement was supported by Netswera (2005:39) who states that the opportunities for career promotion constitute one of the most important reasons employees stay longer in their organisations. Bajpai and Srivastava (2004:89-99) argue that the view of growth and career development is offered by promotion. Robbins (1989:152) emphasises that employees need their organisations to have internal promotion policies that are fair, to accommodate staff for career promotion. In support of this finding, the IUCMA Recruitment and Selection Policy (2019:5) stipulates that the IUCMA should advertise all positions below D3 grade internally, with a view of promoting existing staff, provided there is competition internally, with a minimum of three candidates who meet the requirements of the positions.

Table 5.8 also illustrates that 8.6% of the respondents do not at all believe that the management of the IUCMA does support technical employees to obtain higher qualifications, 16.0% to a slight extent, 18.5% to some extent, 39.5% to a large extent, and 17.3% to a very large extent. The results show that most of the respondents tend to believe, to a large extent and very large extent, that management of the IUCMA does support technical employees to obtain higher qualifications. The IUCMA management should support employees to attend short courses, trainings, workshops, seminars, and conferences to develop its staff members, as this will also reduce the employee turnover rate. This statement was supported by the IUCMA Human Resource Development Policy (2014:11), which states that the organisation shall budget a minimum of 10% of its annual wages specifically for the training and development of its employees. Hence, George and Jones (2002:123) state that organisations should offer their employees bursaries to study qualifications relevant to their job.

5.5.1 Factor analysis measures for reducing the high turnover of technical employees

The factor analysis was run on the questions asked on measures for reducing the high turnover among technical employees. The results reveal three factors which explained about 67.7% of the total variance. A total of 5 out of 8 questions were loaded into factor 1, 4 questions were loaded into factor 2, and 6 questions were loaded into factor 3. For each factor, a reliability analysis was carried out, and a Cronbach's alpha of .741, .602, and .662 for factor 1, 2, and 3, respectively, was obtained. Bartlett's Test of Sphericity shows significant result ($p < 0.05$), implying that the model was statistically significant. The table below is a summary of the factor analysis.

Table 5.9: Factor analysis measures for reducing the high turnover among technical employees

	Factor 1	Factor 2	Factor 3
Technical employees are offered attractive year-end bonus schemes by the IUCMA.	0.853	0.172	
The IUCMA conducts regular evaluations of employee satisfaction and morale.	0.827		

	Factor 1	Factor 2	Factor 3
Technical employees are presents with opportunities to reach their full potential.	0.735		0.141
The management of the IUCMA does support technical employees to obtain higher qualifications.	0.593		0.372
The IUCMA recognizes and rewards good performance of technical employees.		0.888	0.147
The IUCMA provides safe working environment for the technical employees.		0.871	0.105
The IUCMA does take effort to improve the knowledge and skills of the technical employees.			0.834
Technical employees are involved and engaged in important decisions in the IUCMA.	0.228	0.288	0.704
Cronbach's Alpha	0.741	0.602	0.662
% Of variance explained	34.0%	21.0%	12.70%
% Of total variance	67.7%		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.664		
Bartlett's Test of Sphericity			
Approx. Chi-Square	154.972		
Df	28		
Significance of Bartlett	0.0000		
Determinant	0.1250		
Extraction Method: Principal Component Analysis.			
Rotation Method: Varimax with Kaiser Normalization.			
a Rotation converged in 5 iterations.			

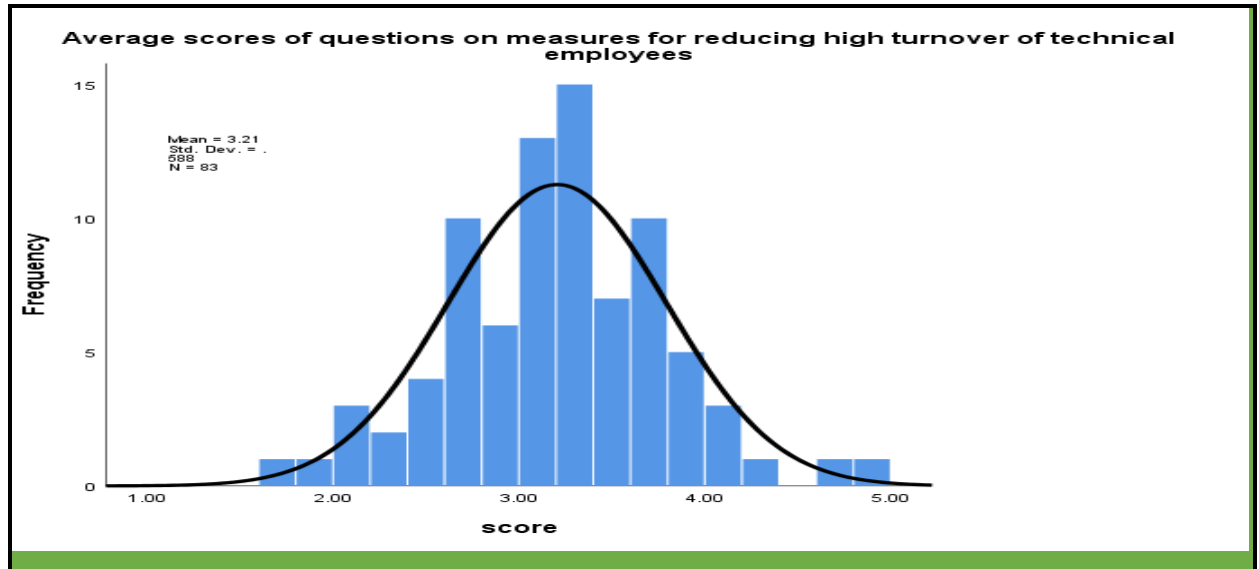
Source: Compiled by the researcher using primary data collected

5.5.2 Summary of measures for reducing the high turnover among technical employees

All the questions under measures for reducing the high turnover among technical employees were summarised into one variable by taking the average of the eight questions. Kolmogorov-Smirnov and Shapiro-Wilk test results were not statistically significant ($p > 0.05$), implying that the average scores were normally distributed. The

overall average score was 3.21 and a standard deviation of .588 was obtained (see the figure below).

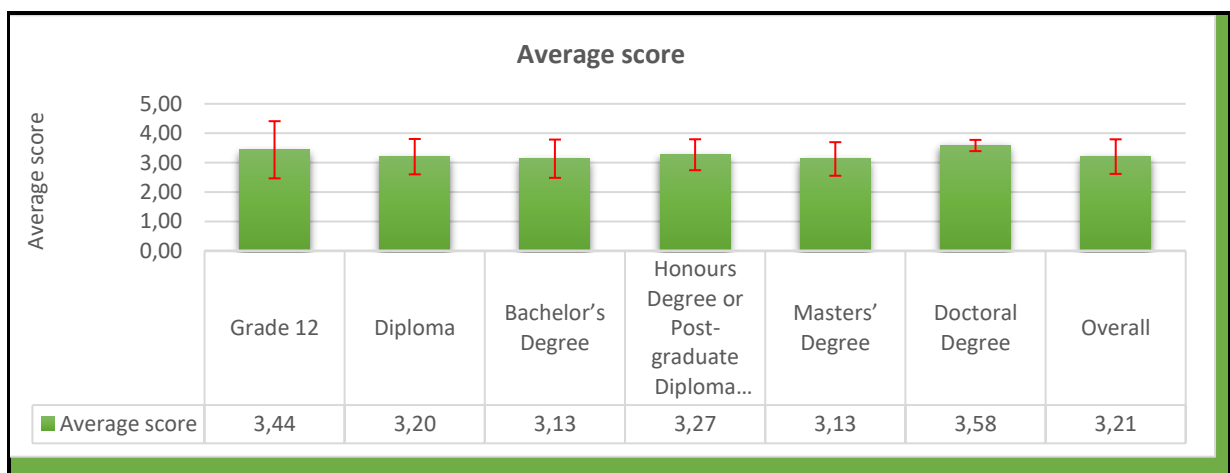
Figure 5.4: Summary of measures for reducing the high turnover among technical employees



Source: Compiled by the researcher using primary data collected

The analysis of the scores by gender did not show any significant variations, $p > 0.05$. The average scores for males and females were the same 3.2. The analysis by qualification did not show any significant differences in the average scores ($p > 0.05$).

Figure 5.5: Average scores by qualifications



Source: Compiled by the researcher using primary data collected

5.6 OVERALL ANALYSIS

Overall, considering all the questions in the employee retention strategy used by the IUCMA, the determinants of high turnover among technical employees at the IUCMA, and the measures for reducing the high turnover among technical employees, the reliability analysis results show a Cronbach's alpha of .851, which is more than .5, implying a higher reliability. This means that similar results can be obtained under consistent conditions, if replicated or repeated elsewhere. This further supports the strength of the findings from the study and deems the recommendations that will be derived from these findings as valuable for the IUCMA and similar institutions.

The correlation analysis was run on the average scores of the employee retention strategy used by the IUCMA, the determinants of the high turnover among technical employees at the IUCMA, and the measures for reducing the high turnover of technical employees. The results show a significantly positive correlation ($r=.473$, $p<0.01$) between the employee retention strategy used by the IUCMA and the determinants of the high turnover among technical employees at the IUCMA. Moreover, the determinants of high turnover among technical employees at the IUCMA and the measures for reducing the high turnover among technical employees had a significantly positive correlation ($r=.338$, $p<0.01$). Further, the employee retention strategy used by the IUCMA and the measures for reducing the high turnover of technical employees had a positive correlation ($r=.441$, $p<0.01$). This means that the strategies being deployed might require strengthening, to have a meaningful impact on the retention of employees within the organisation.

5.7 REGRESSION ANALYSIS

A regression analysis was run on the determinants of the high turnover among technical employees at the IUCMA, the employee retention strategy used by the IUCMA, and the measures for reducing the high turnover among technical employees, being the explanatory variables. The assumption is that a good retention strategy plus some measures for reducing the high turnover can reduce the higher turnover prevailing among technical employees. The results show an adjusted $R^2=.226$; thus, around 22.6% of the total variability of the determinants of the high turnover among technical employees at the IUCMA is explained by the employee retention strategy used by the IUCMA and the

measures for reducing the high turnover among technical employees. The employee retention strategy used significantly increases the high staff turnover among technical employees. One unit increase in the employee retention strategy used increases the high turnover by .331 ($p < 0.05$). This finding is further supported by the responses from senior technical staff members who indicated that the apparent treatment and application of retention measures across the board, for both technical and non-technical staff, does not seem to consider their skills and expertise. Thus, any measures that the organisation might have to adjust should be fair and equitable, so that no rift is created between technical and non-technical employees, as well as senior and junior employees, in terms of rank and hierarchy.

Table 5.10: Summary of the regression model

		Std. Error	p-value	95.0% Confidence Interval for B	
				Lower Bound	Upper Bound
(Constant)	1.933	0.335	0	1.267	2.6
Employee retention strategy used by the IUCMA.	0.331	0.089	0	0.154	0.508
Measures for reducing high turnover of technical employees.	0.147	0.1	0.143	-0.051	0.346

Source: Compiled by the researcher using primary data collected

The measures for reducing the high turnover among technical employees were not significant in predicting staff turnover. As indicated above, there seems to be some dissatisfaction with the current measures among the technical staff. The organisation might need to engage them, to find ways of better managing this issue. While it is not a huge risk currently for the organisation, if it is not addressed, it has the potential to become critical within the next few years, especially if competitors offer better incentives than the IUCMA; or the IUCMA's incentives are deemed to be outside of the market norm, for the same skills.

5.8 SUMMARY

This chapter has discussed the findings based on the data collected through the questionnaire and interviews. One of the objectives of the research was to examine the retention strategies that would reduce the high turnover of staff at the IUCMA. The findings reveal that many of the respondents (31.3%) agreed that the IUCMA offers career promotion opportunities to its employees, as a retention strategy, though 37.3% were uncertain. Most of the participants also agreed that technical employees are given career opportunities at the IUCMA. The latter has approved a recruitment and selection policy which supports internal promotions of employees and stipulates that all positions below the D3 salary grade should be advertised internally first before they are advertised externally. The respondents and participants also indicated that the competitive salaries offered to employees and the awarding of performance bonuses to good performers are some of the strategies being implemented at the IUCMA to retain employees. Another strategy confirmed by many of the respondents as being used by the IUCMA to retain its employees is the provision of training and development opportunities through the completion of personal development plan. Nevertheless, some of the participants indicated that training and development opportunities were offered continuously three years back, before the appointment of new management at the IUCMA. Most of the respondents (48.2%) agreed that technical employees have good work relations with managers and supervisors. This is an indication of the generally good work relations between employees and their supervisors at the IUCMA.

The participants also confirmed that only few grievances and disputes have been lodged by employees. This is further indication that the IUCMA does create good work relations among and with its employees. The respondents and participants supported the view that the IUCMA rewards and recognises good performance. This is done through the PMDS whereby employees sign performance agreements, are assessed quarterly and, at the end of the financial year, good performers receive performance bonuses. The awarding of performance bonuses by the IUCMA is regarded as a tool that motivates employees to stay longer at this institution. The IUCMA has approved a PMDS policy which guides how performance bonuses and notch progression are awarded.

Many of the respondents (60.3%) supported the view that the IUCMA provides flexible pay scales to its employees. Most of the participants also confirmed that the IUCMA's salary scale is higher than government notch scales. This means that the scientists employed at the IUCMA are paid more than those working for other government departments. In terms of job security, 74.4% of the respondents confirmed that employees at the IUCMA are provided job security. This was also supported by some of the participants who indicated that the IUCMA is a water resource management agency; and that this function is very important for the benefit of the public. Therefore, even if the IUCMA is closed, the function will still need to be performed and the technical employees will be absorbed by the DWS. It is evident that the IUCMA's employees have job security. Most of the respondents (64.6%) corroborated that the work of technical employees is generally challenging. Nevertheless, few participants were of the view that the work of technical employees is not challenging, since they are doing the same job on the same place every month, while other participants supported that it is challenging. This is because one should first be registered with such professional bodies as ECSA and SACNASP, to perform technical work. In support of the work performed by technical employees, it was confirmed that the IUCMA is paying the annual fee for the renewal of the professional registration of its employees.

Most of the respondents supported that the vision and mission of the IUCMA are well-communicated to employees. However, some participants were of the opinion that the vision and mission are only communicated once in a year, to the newly appointed employees, during induction. Though the majority of the respondents confirmed that the vision and mission are communicated, the IUCMA should continuously communicate them to all its employees. Many of the respondents supported that the view that older technical employees are the ones who are more satisfied with their work, compared to the younger ones. Most of the participants were also in support and explained that the younger employees still need to grow and gain more practical experience. This is also corroborated by the IUCMA workforce profile whereby the structure is dominated by younger employees. Most of the respondents and participants agreed that technical employees are treated with a great degree of respect. Many of the respondents (47%) confirmed that employees' grievances are considered by management at the IUCMA. Most of the participants also confirmed the existence of only few cases of wrong doing by employees. The IUCMA's grievance and procedure policy provides guidelines and

procedures on what employees should do, if they are not satisfied, or feel that they are not treated accordingly. It has also been confirmed by most respondents that employees' contributions and suggestions are valued. This was reiterated by some of the participants who stated that some of their contributions and inputs are taken into consideration, especially when the IUCMA develops and reviews institutional policies. Staff are given the opportunity to make inputs and comments before the policies can be approved. This is an indication that the IUCMA values the inputs and suggestions of its employees.

The other objective of this study was to determine the measures for reducing the high turnover of technical employees at the IUCMA. The majority of the respondents agreed, to a large extent, that the IUCMA does provide a safe working environment for its employees. The participants also confirmed that the working environment is good and safe, since the technical employees are provided with all the resources needed to perform their jobs. These resources include personal protective clothing, GPSs, and cameras, especially when technical employees go on site. The respondents and participants agreed to a large extent that the IUCMA rewards and recognizes good performance. The IUCMA has an approved PMDS which provides guidance on how the recognition and awarding of good performance are implemented. It has also been confirmed, to a large extent, by 67.5% of the respondents that technical employees are involved and engaged in decision-making. However, most of the participants indicated that, in most cases, the decisions are taken by management, without them being involved and consulted. The IUCMA should therefore continuously involve and consult its employees, before decisions are made. This is so that employees may feel as important assets of the institution. Most of the respondents believed, to a large extent, that the IUCMA makes effort to improve the knowledge and skills of its technical employees. This was supported by most of the participants who indicated that employees are given opportunities for training and development. Employees identify their training needs in their personal development plans. The IUCMA has an approved Human Resource Development Policy which guides how trainings are implemented. Many of the respondents did not at all support the view that the IUCMA offers attractive year-end bonuses. This was corroborated by the participants who stated that the only bonus they receive is the performance bonus. They added that this is only for those who performed above average. The other participants also indicated that if one needs bonuses at the end of the year, one needs to restructure one's salary at the beginning of the year. This confirms that the IUCMA does not offer

year-end bonuses to its employees. Most of the participants supported the idea that the IUCMA does not conduct evaluations of its employees' satisfaction and morale. Most of the participants indicated that a survey was conducted a long time ago, but the feedback was never shared with or communicated to staff. This corroborates that the IUCMA does not conduct regular surveys to measure and evaluate the morale of its employees. The next chapter provides the conclusion and recommendations of the study.

CHAPTER 6: SUMMARY OF KEY FINDINGS, CONCLUSION, AND RECOMMENDATIONS

6.1 INTRODUCTION

The previous chapter presented the research findings and provided discussions on the employee retention and turnover at the Inkomati-Usuthu Catchment Management Agency (IUCMA), based on the analysis and interpretation of the collected data. This chapter provides a discussion of the key research findings and their implications. This chapter also presents the conclusion and recommendations of the study. The primary purpose of the research was to identify the factors influencing the employee retention and turnover of technical employees with scarce skills at the IUCMA. To this end, full attention was given to technical employees with scarce skills, namely, engineers, scientists, engineering technicians, hydrologists, geo-hydrologists, environmental officers, and environmental control officers. The retention and turnover of technical employees at the IUCMA is considered a major challenge for the institution because it has a negative impact on service delivery. The conclusion and recommendations focus on addressing the objectives of the study: to determine the reasons for the failure to retain technical employees at the IUCMA, to explore measures to retain and reduce the high turnover of technical employees at the IUCMA, and to examine retention strategies that would reduce the high turnover of staff at the IUCMA.

6.2 SUMMARY OF KEY FINDINGS

This section outlines the main findings relating to employee retention and turnover at the IUCMA.

6.2.1 Retention strategies that would reduce the high turnover of staff at the Inkomati-Usuthu Catchment Management Agency

The findings of the study revealed interesting insights on the different variables and parameters that were considered. It was proven that the IUCMA is generally an organisation with competent and qualified employees. Studies have shown some of the reasons organisations fail to retain employees with scarce skills. One such reason is the lack of appropriate programmes or strategies to develop and capacitate these employees.

For example, in July 2009, the Minister of Public Service and Administration (DPSA) introduced the Occupational Specific Dispensation (OSD) in the Republic of South Africa, for implementation by government departments. This is targeted at engineers and related professionals, with the intention of attracting and retaining technical employees in the public sector. The findings from this study have the potential to assist the IUCMA and similar institutions to develop better policies and strategies, or to improve their policies and strategies for effectiveness towards retaining technical employees with scarce skills. This is so that relevant institutions are able to achieve their objectives and reduce the high staff turnover rate.

6.2.1.1 Promotion policies

The study revealed that the IUCMA has a staff-attraction-and-retention policy. However, it has been discovered that the implementation of the policy by management is unfair. This finding implies that the IUCMA needs to review and equitably implement this staff-retention policy, to accelerate the drive towards achieving the set goals, while attaining the additional target of retaining key personnel. The ineffective implementation of this promotion policy could demoralise loyal and hardworking employees, due to a lack of vertical advancement in terms of positions within the institution.

6.2.1.2 Opportunities for career promotion

The study revealed that opportunities for career promotion influence employee turnover at the IUCMA to a considerable extent. The findings also revealed that technical employees are given career opportunities at the IUCMA. This was also confirmed through the IUCMA's recruitment and selection policy which supports the internal promotion of employees before the positions can be advertised externally. At this point, it can be argued that the IUCMA has promotion policies which are fair and accommodate its employees. It has been established that developmental activities have a long-term focus, since they prepare employees for current and future work responsibilities. Training and development involve the provision of skills and knowledge needed by employees to perform specific tasks. Training and development are among the factors contributing to attracting employees to an organisation. This statement is supported by Adnan (2010:27), who indicated that highly trained and performing employees are crucial factors in

organisational productivity. Training and development were used by many organisations as a talent strategy which has proven to retain employees. Employees who are skilled are motivated and produce good-quality work which enhances organisational productivity. The findings also revealed that although the IUCMA has a training and development policy, the management members are not implementing it fairly among its employees. The unavailability of opportunities for career promotion was one of the key problems affecting the IUCMA's technical employees. This finding is buttressed by Robbins (2009:15) who indicated that growth and advancement belong to the list of factors that cause employees to resign. Therefore, opportunities for career promotion proved to be motivating employees to stay at the IUCMA. The findings of the study showed that the promotion of internal staff to senior positions, when other employees resign, has the ability to motivate the remaining staff.

6.2.1.3 Recognition for good performance

The study identified an effective and efficient performance management system as one of the best strategies to implement in order to prevent employees from leaving an organisation. According to Robbins (2003:102), employees at all levels of the organisation need to be recognised for their achievement or good work done. The findings revealed that the IUCMA has a Performance Management and Development System Policy (PMDSP), management is not implementing fairly. Therefore, the IUCMA needs to ensure that all employees are fairly assessed, and that good performers are recognised accordingly. Rewards should be based on employees' respective levels of performance, in line with the performance management and development system policy. The performance management system should be able to identify poor-performing employees so that the IUCMA is able to provide them with support. This include the implementation of corrective interventions to improve the attainment of the employees who performed poorly. The study revealed a need for the IUCMA to review the current PMDSP, to eradicate human manipulation and biasness. The policy should also be widely communicated within the institution, and staff members should be exposed to workshops that familiarise them with the performance management system.

6.2.1.4 Offering of competitive salaries

The study revealed that IUCMA employees are offered competitive salaries, though the latter will never be enough. Paying employees competitive salaries is a desirable retention strategy, since most of the employees leave their organisations to join others because they feel that their current salaries are low. According to Luthans (1995:127), competitive salaries and wages are recognised as significant; therefore, if employees' salaries are competitive and market-related, it becomes difficult for these employees to leave their organisations. However, Smith, Kendall and Hulin (1969:55) indicate that in most cases, employees are satisfied if their remunerations or current salaries are better than the desired threshold.

6.2.2 Determinants of high turnover among technical employees at the Inkomati-Usuthu Catchment Management Agency

The study sought to establish the determinants of high turnover among technical employees at the IUCMA. To this end, a total of eight questions were asked and measured on a five-score Likert scale where (1) = strongly disagree; (2) = disagree; (3) = uncertain; (4) = agree; and (5) = strongly agree. The study revealed that most of the respondents agreed that the IUCMA does provide flexible pay scales to its technical employees. These results seem to indicate that employee retention is not a significant issue at the IUCMA. However, a closer analysis of the responses from the key informants seems to provide a qualifier for the above observation. Several key informants from both technical and non-technical staff were not satisfied with the way employee-retention policies and strategies are implemented or communicated.

6.2.2.1 Communication of mission and vision

The study revealed that the mission and vision of the IUCMA are not well communicated to employees. When employees are unaware of what the IUCMA intends to achieve, it becomes difficult for this organisation to achieve its objectives. According to Salopek (2000:46), employers should communicate how employees must contribute towards the corporate vision and mission of their organisations. Amos (2004:11) suggested that institutions open a two-way communication channel to build trust and commitment, rather

than developing adversarial relationships. Therefore, it is imperative for the IUCMA to continuously communicate its mission and vision to its employees.

6.2.2.2 Job security

The study revealed that the guarantee of job security influences turnover at the IUCMA, to a large extent. The study established that employment security is a very important factor that employees consider at the workplace. Unguaranteed job security may cause discomfort to most of employees; they might be attracted by other organisations with guaranteed job security. However, most of the employees confirmed that the IUCMA is a public entity a rendering water resource management service which is critical and beneficial to the public. For Park (2003:4), employees are more productive and motivated in doing their jobs only if they have the ownership of their jobs. Therefore, there is job security, since the function will still need to be performed either by the IUCMA or by the Department of Water and Sanitation (DWS). The comfort was that if the water resource function can be taken back by the DWS, the technical employees will be absorbed by the latter to continue rendering the water resource management function.

6.2.3 Measures for reducing the high turnover of technical employees at the Inkomati-Usuthu Catchment Management Agency

Armstrong (2006:37) observed that employee high turnover is harmful to an institution's efficiency. This is particularly valid if qualified and skilled personnel often leave the institution, and the latter boasts a high percentage of newly appointed employees with little experience and skills. From the onset, the study sought to investigate why the Inkomati-Usuthu Catchment Management Agency's (IUCMA) technical employees with scarce skills leave this organisation. This was based on the historical fact that most of the technical employees (engineers, scientists, technicians, and environmental officers) appointed by the IUCMA do not stay long in this institution, as they resign and join other organisations. This leaves the IUCMA struggling to replace these employees, due to the scarcity and skills requirements of the vacant positions.

6.2.3.1 Working environment

Employees do not stay long in an organisation if the workplace is uncondusive. The environment in which employees work, among other things, should be safe and comply with the occupational health and safety standards. A poor work environment may cause discomfort to employees; therefore, they might want to leave the organisation. According to Howard (2008:17), a poor work environment impacts negatively on employees' physical and psychological health, which can lead to job dissatisfaction. However, the study revealed that the IUCMA working environment is good, as technical employees are provided with all the resources needed to perform their job.

6.2.3.2 Offering of attractive year-end bonuses and provision of knowledge and skills to employees

The study established that year-end bonuses influence employee turnover at the IUCMA. The findings from the study revealed that technically skilled employees are not offered attractive year-end bonuses by the IUCMA. This organisation only provides performance bonuses to good performers, in accordance with the IUCMA's PMDSP. The findings further indicated that the IUCMA makes an effort to improve the knowledge and skills of its employees. The latter indicate their training needs in their personal development plans and attend trainings as per their identified training needs. However, the way these trainings are implemented is unfair since some employees' training requests are disapproved by their managers. The study also revealed that the IUCMA has an approved internal bursary policy (2021:4) applicable to all who are permanently employed at the IUCMA. This policy supports employees who wish to undertake undergraduate and postgraduate qualifications at registered higher learning institutions. This is the confirmation that the IUCMA endeavours to improve the knowledge and skills of its employees by providing trainings and awarding bursaries.

6.2.3.3 Conducting of evaluations of employee satisfaction and morale

The study showed that the IUCMA does not conduct evaluations of its employees' satisfaction and morale. Conducting such surveys is very important, since organisations will be able to know the issues that their employees might have. Evaluation also assists organisations to identify the gaps in the workplace and ensures that those gaps are

addressed so that the organisation is able to achieve its goals. This is supported by Gardner (2009:213) who stated that the evaluation process, among others, includes the measurement of employees' attitudes, morale, and turnover rate in the organisation. The IUCMA should therefore conduct such surveys so that its employees' issues can be identified and addressed. This will contribute positively to the success of the organisation. The findings proved that job satisfaction is a key motivating factor for employees. The basis of job satisfaction is other factors such as the job itself, management styles, and the relationships with other employees in the workplace. This is congruent with Lee and Mitchell's (1994: 51-89) view that, in most instances, voluntary turnover might be caused by a lack of job satisfaction.

6.3 CONCLUSION

This study investigated employee retention and turnover at the IUCMA in the Mpumalanga Province. The turnover may be caused by a lack of opportunities for career promotion, uncompetitive salaries, an uncondusive working environment, and a lack of training and development. The IUCMA has policies and strategies for the retention of technical employees and the provision of the necessary incentives to these employees to retain them within the organisation. However, due to natural attrition and other reasons such as diversity and inclusion issues, some may still leave the organisation. This is notwithstanding the good policies, strategies, and incentives evidenced by the competitive remuneration, among others. The IUCMA implements staff attraction and retention, recruitment and selection, performance management and development systems, and human resource development across the board, including technical and non-technical employees. This is evidenced by the various measures in place to attract and retain critical skills personnel within the organisation. The research findings indicate that all junior and middle positions are first advertised internally, before being advertised externally. This seems to be a key factor towards staff retention and possibly an indicator that all employees are treated fairly in terms of retention within the organisation. The IUCMA needs to review and update its policies and strategies in collaboration with both the technical and non-technical employees, to ensure transparency throughout the process. Doing so will assist in allaying unnecessary fears on the part of both technical and non-technical employees. It will also foster the drive towards the creation of cohesive

and high-performing teams within the IUCMA. It was also found that the IUCMA has some strategies implemented to retain its employees. However, there is a great need for improvement, especially in the implementation of the strategies regarding training and development, career promotion opportunities, recognition of good performance, and involvement of employees in decision-making.

6.4 RECOMMENDATIONS

Based on the findings and the objectives of the research, which were to determine the reasons for the failure to retain technical employees at the IUCMA, to explore the measures to retain and reduce the high turnover of technical employees at the IUCMA, and to examine the retention strategies that would reduce the high turnover of staff at the IUCMA, the following recommendations are made to the IUCMA Board and Management. These serve as guidelines for the management of the turnover as set out by Booyens (1999:357):

- The IUCMA management should create opportunities for career promotion within the organisation. This will ensure that technical employees are comfortable and that they become more competent.
- The IUCMA must create transparent processes in collaboration with employees, to design and enhance their incentive structures for employees across the board, using a sliding scale inclusive of both technical and non-technical personnel.
- The IUCMA management must develop and implement effective communication processes and systems that will allow and promote the smooth flow of information, while enhancing trust within the teams. This can be done through co-creation and collaboration with employees. This entails setting agreeable communication lines and channels between and among employees as peers, as well as between and among managers and their subordinates. This will also assist in improving the poor relationships that lead to the low staff morale which results to poor service delivery.
- Induction processes for employees must have clear key performance indicators (KPIs), and attendant support systems should be provided to assist employees with their career and growth paths within the organisation.

- The IUCMA should, within acceptable parameters, consider continuing with current key staff benefits and incentives but should explore the possibility of assisting employees with vehicle subsidy, to retain them.
- The IUCMA should also consider reviewing the current staff and rename their position titles accordingly, in line with the mandate of the organisation.
- The IUCMA should continuously provide opportunities for development and career advancement for its employees by promoting technical employees within the organisation.
- The IUCMA should improve the current performance management system, to reward good performance and assist employees whose performance is not satisfactory.

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APPENDIX A: INTERVIEW SCHEDULES

Interview schedule for Managers and Technical Employees

All the participants will be asked questions relating to employee retention and turnover as follows:

1. In your view, what do you think are the strategies used by the IUCMA to enhance retention of technical employees with scarce skills?
2. Do you think technical employees are given career opportunities with the IUCMA? Please elaborate your answer.
3. Would you say that training and development are effectively used to retain technical employees at IUCMA? Please elucidate your answer.
4. Do you think technical employees are satisfied with their current salaries at IUCMA? Please explain further.
5. What does IUCMA do to ensure that there are good relations between the technical employees and their supervisors?
6. In what ways does IUCMA ensure that the technical employees receive recognition for good performance?
7. What factors do you think may lead to resignations or high turnover among technical employees at IUCMA?
8. Do you think technical employees at IUCMA have job security? Please elaborate your answer.
9. In your view, do you think the work of technical employees is challenging.
10. Between the older technical employees and younger technical employees, which one would you say are more satisfied with their current work.
11. In your opinion, which measures do you think IUCMA can implement to minimise high turnover among technical employees with scarce skills?
12. Do you think IUCMA does provide a good working environment for the technical employees? Please justify your answer.



13. To which extent would you say that technical employees are involved and engaged in decision-making within the IUCMA?

In your view, do you think the IUCMA conducts regular evaluations of satisfaction and morale among technical employees?

14. Finally, based on our conversation regarding employee retention and turnover, do you have anything that you would like to add?

Thank you for allowing me to have a conversation with you.

APPENDIX B: PARTICIPANTS INFORMATION SHEET

PARTICIPANT INFORMATION SHEET

Ethics clearance reference number:

Research permission reference number (if applicable):

Date:

Title: **An investigation into employee retention and turnover in the Inkomati-Usuthu Catchment Management Agency: Mpumalanga Province**

Dear Prospective Participant

My name is **Christopher Sello Sewela**, and I am doing research with **Mr. P Hlongwane**, a senior lecturer in the Department of Public Administration towards a Master of Public Administration at the University of South Africa. We are inviting you to participate in a study entitled an investigation into employee retention and turnover in the Inkomati-Usuthu Catchment Management Agency: Mpumalanga Province

The purpose of the study

The purpose of the research is to identify factors influencing the employee retention and turnover of technical employees with scarce skills at the Inkomati-Usuthu Catchment Management Agency. The full attention will be dedicated to the technical employees with scarce skills which include engineers, scientists, engineering technicians, hydrologists, geo-hydrologists, environmental officers, control environmental officers and geographical information professionals.



The reasons for invited to participate

You have been selected to participate in the study because you are working for Inkomati-Usuthu Catchment Management Agency and the researcher has been given a permission to conduct the study at the institution. Your contact details have been received from the Acting Chief Executive Officer of the Inkomati-Usuthu Catchment Management Agency in line with the Protection of Personal Information Act.

The nature of participation in the study

The study involves interviews and questionnaire. The researcher has developed the questionnaire template to gather the information. The questionnaire templates are divided into three sections, i.e., Section A, B and C. Section A comprised of employee retention strategy used by IUCMA, section B comprises of information regarding determinants of high turnover of employees at IUCMA while section C have information regarding measure for reducing high turnover of employment at the Inkomati-Usuthu Catchment Management Agency.

The questionnaire also included the close-ended questions. The multiple-choice questions are also included in the questionnaire. The multiple-choice questions amongst others included, namely: agree, disagree, uncertain, strongly agree and strongly disagree. Other multiple questions included are, namely: not at all, to a slight extend, to some extent, to a large extent and to a very large extent.

The time required for the participants is thirty to thirty-five minutes for completion of the questionnaire and thirty to forty-five minutes for interviews.

The participants rights

Participating in this study is voluntary and you are under no obligation to consent to participation. Every participant has the right to withdraw the consent or discontinue in participating in the research. Furthermore, the participants have the right to not answer questions that he or she feels that they lead to violation of their privacy. If you do decide to take part, you will be given this information sheet to keep and be asked to sign a written consent form. You are free to withdraw at any time and without giving a reason. When you sign the consent form to participate in the research, you undertake to answer in an honest manner to all reasonable questions and not to provide in false information or in any other way which will mislead the researcher.

Benefits for the participation

Your participation in the study will assist the Inkomati-Usuthu Catchment Management Agency in retaining employees with scarce skills and reducing the high staff turnover rate.

The risks involved

The researcher will ensure that all Covid-19 protocols are complied with. The participants will be issued with questionnaire electronically (through emails) and they will be requested to send them back electronically after completion. Interviews will be conducted through Microsoft Teams and Zoom. Where it pushes for face-to-face interviews, the venue where interviews will be conducted will be disinfected, two-to-three-meter distance will be observed, participants will be sanitised before entering the interview venue and everyone will be expected to wear a mask in line with national Covid 19 protocols and UNISA Covid19 research policy.

The participants in the study are employees in the Inkomati-Usuthu Catchment Management Agency and the study will be conducted in the premises of the institution. Therefore, in case of any injury or harm during the participation, the employees or the participants will be covered by the institutional Occupational Health and Safety Policy and the Compensation for Occupational Injuries and Diseases Act (COIDA).

Confidentiality

The researcher will always, maintain and ensure that the information provided by the participants are treated confidentially and will never be shared to anyone. The participants will not disclose their names and they will remain anonymous. No one will know that the information received is from whom in terms of the name and the identity of the participants will never be linked to the information provided. The participants anonymous data may be used for other purposes, such as a research report, journal articles and/or conference proceedings. For an example: A report of the study may be submitted for publication, but individual participants will not be identifiable in such a report. Focus group will be told about confidentiality and the researcher will try the best to explain to the group about the issue of confidentiality.

Data security

The data will be stored electronically in the computer and hard drive which need password for someone to open. The hard copies will be saved in the locked office where there is locked save.

The keys of the office and the safe will be kept in a safe place where the access is also restricted. After five years the electronic information will be permanently deleted, and the hard copies will be shredded.

Payment or incentives

Participation in the study is voluntary and there will be no any payment or incentives to be given to the participants.

Approvals to conduct the study

The researcher has received written approval (Ethical clearance) from the Research Ethics Review Committee at Unisa to collect the data. A copy of the approval letter can be obtained from the researcher if you so wish.

The permission has also been granted by the gatekeeper (Inkomati-Usuthu Catchment Management Agency) to conduct the study. A copy of the permission letter can be obtained from the researcher if you so wish.

Findings or the results of the research

If you would like to be informed of the final research findings, please contact the researcher Mr. Christopher Sello Sewela on 072 7369237 or email address sewelac@iucma.co.za. The findings are accessible and available four months after the data has been collected.

Should you have concerns about the way in which the research has been conducted, you may contact the researcher supervisor Mr. P Hlongwane on 012 429 8499, email: hlongp@unisa.ac.za.

Thank you for taking time to read this information sheet and for participating in this study.

Regards,

**MR. CHRISTOPHER SELLO SEWELA
RESEARCHER**

DATE

APPENDIX C: COVER LETTER TO QUESTIONNAIRE RESPONDENTS

Covering letter to questionnaire participants

Enq: Mr. CS Sewela
Tel: 013 753 9000
Cell: 064 7579 244
Email: sewelachris.sello@gmail.com

Dear Participants

Kindly be informed that my name is Christopher Sello Sewela who is currently doing Master of Public Administration Degree in Public Administration student at the University of South Africa (UNISA) for 2021 academic year under the supervision of Mr. Pauls Hlongwane. UNISA has approved my proposal to conduct research on an investigation into employee retention and turnover at the Inkomati – Usuthu Catchment Management Agency in Mpumalanga Province. The primary purpose of the research is to identify factors influencing the employee retention and turnover of technical employees with scarce skills at the Inkomati-Usuthu Catchment Management Agency. While the objectives of the study are:

- To determine the reasons for failure to retain technical employees in the Inkomati-Usuthu Catchment Management Agency.
- To explore measures to retain and reduce high turnover of technical employees in the Inkomati-Usuthu Catchment Management Agency.
- To examine retention strategies that would reduce high turnover of staff in the Inkomati-Usuthu Catchment Management Agency.



The study will benefit Inkomati – Usuthu Catchment Management Agency since it will identify the gaps and problems of employee retention and turnover. Completion of the questionnaire will take approximately thirty (30) to thirty-five (35) minutes of your time. Furthermore, please take note that the information which you will provide will be treated confidentially and it will remain anonymous. The information will also be used for the purpose of this research. This means that the information will not be shared to anyone.

Due to COVID -19 protocols, the questionnaire will be sent to all the participants through emails and the participants are required to print, complete, sign and send back the completed questionnaire to sewelachris.sello@gmail.com.

If you need clarity regarding the questionnaire, kindly contact the researcher on these numbers: 064 7579 244 or 072 7369 237 or alternatively you can send them to the above-mentioned email address.

MR. CS SEWELA
RESEARCHER

DATE

College of Economic and Management Sciences

Department of Public Administration and Management

Title of the study:

**AN INVESTIGATION INTO EMPLOYEE RETENTION AND TURNOVER IN THE
INKOMATI-USUTHU CATCHMENT MANAGEMENT AGENCY: MPUMALANGA
PROVINCE**

Dear respondent

You are invited to participate in an academic research study conducted by Mr CS Sewela, a Masters' candidate at the University of South Africa.

The purpose of the study is to investigate factors influencing the employee retention and turnover of technical employees with scarce skills at the Inkomati-Usuthu Catchment Management Agency (IUCMA). The information gathered will provide better comprehension of how the employees within the Inkomati-Usuthu Catchment Management Agency (IUCMA). think about the factors influencing the employee retention and turnover of technical employees with scarce skills.

Please note the following:

- This study involves an anonymous survey. Your name will not appear on the questionnaire and the answers you give will be treated as strictly confidential. You cannot be identified based on the answers you give. [Kindly note that consent cannot be withdrawn once the questionnaire is submitted as there is no way to trace the particular questionnaire that has been filled out.]
- Your participation in this study is very important to us. You may, however, choose not to participate and you may also stop from participating at any time without negative consequences.
- Please answer the questions in the attached questionnaire as completely and honestly as possible. This should not take more than 15 minutes of your time.
- The results of the study will be used for academic purposes only and may be published in an academic journal. We will provide you with a summary of our findings on request.
- You can contact me Mr CS Sewela at sewelachris.sello@gmail.com, if you have any questions or comments regarding the study.



SECTION A: EMPLOYEE RETENTION STRATEGY USED BY IUCMA

Please indicate the extent to which you agree or disagree with the following statements. Do you (1) strongly disagree; (2) disagree; (3) are uncertain; (4) agree; or (5) strongly agree?

1	IUCMA offers career promotion opportunities to its employees.	1	2	3	4	5
2	Promotion policies of the IUCMA are fair because they accommodate its employees.	1	2	3	4	5
3	IUCMA offers adequate training and development opportunities to its employees	1	2	3	4	5
4	Continuous training and development enable the employees to maximise their performance.	1	2	3	4	5
5	Employees at IUCMA are offered competitive salaries.	1	2	3	4	5
6	Employees at IUCMA are satisfied with their salaries.	1	2	3	4	5
7	Employees have good work relations with the managers or supervisors.	1	2	3	4	5
8	Employees receive recognition for good performance.	1	2	3	4	5

SECTION B: DETERMINANTS OF HIGH TURNOVER OF EMPLOYEEES AT IUCMA

Please indicate the extent to which you agree or disagree with the following statements. Do you (1) strongly disagree; (2) disagree; (3) are uncertain; (4) agree; or (5) strongly agree?

9	IUCMA does provide flexible pay scales to its employees.	1	2	3	4	5
10	Employees at IUCMA are guaranteed of their job security.	1	2	3	4	5
11	The work for technical employees at IUCMA is generally challenging.	1	2	3	4	5
12	The vision and mission of the IUCMA are well-communicated to employees.	1	2	3	4	5
13	Older technical employees are satisfied with their work more than younger employees.	1	2	3	4	5
14	Generally, employees at IUCMA are treated with great degree of respect.	1	2	3	4	5
15	Employee grievances are considered by management at IUCMA.	1	2	3	4	5
16	Employees' contributions in terms of suggestions are valued by the management at IUCMA.	1	2	3	4	5

SECTION C: MEASURES FOR REDUCING HIGH TURNOVER OF EMPLOYEES AT IUCMA

Please indicate the extent to which IUCMA implements the following. (1) Not at all; (2) To a slight extent; (3) To some extent; (4) To a large extent; or (5) To a very large extent.

17	IUCMA provides safe working environment for the employees.	1	2	3	4	5
18	IUCMA recognises and rewards good performance of technical employees.	1	2	3	4	5
19	Employees are involved and engaged in important decisions in the IUCMA.	1	2	3	4	5
20	IUCMA does take effort to improve the knowledge and skills of the employees.	1	2	3	4	5
21	IUCMA conducts regular evaluations of employee satisfaction and morale.	1	2	3	4	5
22	Employees are offered attractive year-end bonus schemes by IUCMA.	1	2	3	4	5
23	Employees are presents with opportunities to reach their full potential.	1	2	3	4	5
24	The management of IUCMA does support technical employees to obtain higher qualifications.	1	2	3	4	5

Thank you for participating!

APPENDIX E: UNISA ETHICAL CLEARANCE LETTER



DEPARTMENT: PUBLIC ADMINISTRATION AND MANAGEMENT RESEARCH ETHICS REVIEW COMMITTEE

Date: 04 November 2021

PAM/2021/028 (Sewela)
Name of applicant: Mr CS Sewela
Student#: 61086347

Dear Mr Sewela

Decision: Ethics Clearance Approval

Details of researcher:

Mr CS Sewela, student#:61086347, email: 61086347@mylife.unisa.ac.za, tel: 0785322811

Supervisor: P Hlongwane, staff#: 90223969, email: hlongp@unisa.ac.za,

Research project 'An investigation into employee retention and turnover in the Inkomati-Usuthu Catchment Management Agency: Mpumalanga Province

Qualification: MAdmin – Public Administration

Thank you for the application for **research ethics clearance** submitted to the Department: Public Administration and Management: Research Ethics Review Committee, for the above mentioned study. Ethics approval is granted. The decision will be tabled at the next College RERC meeting for notification/ratification.

For full approval: The application was **reviewed** in compliance with the *Unisa Policy on Research Ethics* and the *Standard Operating Procedure on Research Ethics Risk Assessment*.

The proposed research may now commence with the proviso that:

- 1) The researcher will ensure that the research project adheres to the values and principles expressed in the Unisa Policy on Research Ethics.
- 2) Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study, as well as changes in the methodology, should be communicated in writing to this Ethics Review Committee.



University of South Africa
Preller Street, Muckleneuk Ridge, City of Tshwane
PO Box 392 UNISA 0003 South Africa
Telephone: +27 12 429 3111 Facsimile: +27 12 429 4150
www.unisa.ac.za

- 3) The researcher will conduct the study according to the methods and procedures set out in the approved application.
- 4) Any changes that can affect the study-related risks for the research participants, particularly in terms of assurances made with regards to the protection of participants' privacy and the confidentiality of the data, should be reported to the Committee in writing, accompanied by a progress report.
- 5) The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study, among others, the **Protection of Personal Information Act 4/2013; Children's Act 38/2005 and National Health Act 61/2003.**
- 6) Only de-identified research data may be used for secondary research purposes in future on condition that the research objectives are similar to those of the original research. Secondary use of identifiable human research data requires additional ethics clearance.
- 7) Field work activities **may not** continue after the expiry date of this ethics clearance, which is 04 November 2024. Submission of a completed research ethics progress report will constitute an application for renewal of the ethics clearance certificate for approval by the Research Ethics Committee.

Kind regards



Mr ND Baloyi


Deputy Chairperson: Research Ethics
Review Committee
Department of Public Administration and
Management
Research Ethics Review Committee
Office tel. : 012 429-6181;
Email : ebaloynd@unisa.ac.za




Prof MT Mogale

Executive Dean:
College of Economic and Management
Sciences
Office tel. : 012 429-4805;
Email : mogal@unisa.ac.za

APPENDIX F: IUCMA PERMISSION LETTER



Suite 801, 8th Floor The MAXSA Building 13 Streak Street Mbombela	Private Bag XI 1214 Mbombela 1200	Tel 013 753 9000 Fax 013 753 2786
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Enq: Adv. B Shabangu
Tel: 013 753 9000
Cell: 079 242 6036

Mr. Christopher Sello Sewela
UNISA student for Master of Public Administration
Student No: 61086347

RE: REQUEST FOR PERMISSION TO CONDUCT RESEARCH WITHIN INKOMATI-USUTHU CATCHMENT MANAGEMENT AGENCY

The above matter refers.

The Inkomati-Usuthu Catchment Management Agency (IUCMA) is hereby acknowledged your letter dated 24 August 2021 requesting permission to conduct research within Inkomati-Usuthu Catchment Management Agency with the title: An investigation into employee retention and turnover in the Inkomati-Usuthu Catchment Management Agency: Mpumalanga Province.

Kindly be informed that the permission to conduct research within Inkomati-Usuthu Catchment Management Agency is granted and the information to be collected should be used for research purposes only. You will also be given access to the following institutional documents/information: recruitment and selection policy, retention policy, human resource development policy, remuneration strategy policy and other additional institutional documents which you might need to access during your research. Please take note that the staff members will be informed about your research and their participation to your research project. The staff members will also be informed that their contact details and their email addresses will be shared with you for the purpose of your research and those who does not want their contact details to be shared will be given an opportunity to indicate that taking into consideration the compliance with the Protection of Personal Information Act (POPI Act). Kindly note that the staff members will also be informed that their participation in your research is voluntary and there will be no compensation from IUCMA for participating in your study.

Mr MS Mthembu (Deputy Chairperson) | Mr M Gangahe | Dr TM Kelly | Ms LM Sishakhane | Ms SD Wiggins | Ms LC Zulu

RE: REQUEST FOR PERMISSION TO CONDUCT RESEARCH WITHIN INKOMATI-USUTHU CATCHMENT MANAGEMENT AGENCY

IUCMA will also appreciate if your research finding can be shared with the institution since such information can be useful and assist in the improvement of the institutional performance.

IUCMA would like to wish you good luck in your study and research project.

Regards,



Adv. E. SHABANGU
ACTING CHIEF EXECUTIVE OFFICER

07/09/2021.
DATE

APPENDIX G : CERTIFICATE OF LANGUAGE EDITING

31/10/2022

To whom it may concern,

Re: Language editing & proofreading certificate

I hereby confirm that I completed language editing and proofreading work on Mr. Christopher Sello Sewela's Master's dissertation titled "An investigation into employee retention and turnover in the Inkomati-Usuthu Catchment Management Agency: Mpumalanga Province" on 30 October 2022.

I find the edited copy to be of a much-improved language standard than that of the original sent to me electronically. I provided the author with a track-changes copy of the dissertation, reflecting my editing and proofreading interventions. The author was to read the document and ultimately accept/reject my changes, where applicable. This certificate excludes any changes made after my intervention.

Should you have any queries, please do not hesitate to contact me on the details below.

Yours sincerely,



Mr. Hervé Mitoumba-Tindy

Credentials & contacts:

Masters of Arts in English (University of Johannesburg)

PhD in Education – in progress (University of Johannesburg)

Basic Editing & Proofreading Certificate 2017 (McGullivray Linnegar Associates)

Cell: 0824898108

Email: mitoumba2000@hotmail.com

City: Johannesburg

Country: South Africa