

Factors that influence the retention of middle managers in Company A

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Abstract

Company A has experienced high voluntary staff turnover at middle management level between 2007 and 2009. During this period 35% of middle managers have resigned and, this has resulted in significant financial costs being incurred. This research focused on understanding what factors would make the current middle managers stay in Company A's employment and what the financial impact has been due to these resignations.

A systematic random sampling method was used to select a sample of middle managers. Altogether 176 middle managers were surveyed, and a 69.2% response rate was achieved. Descriptive statistics and document analysis were the tools used to interpret the data.

The research concluded that career development, people development by line manager, feedback of own work, a line manager who teaches and coaches subordinates, and working with a knowledgeable line manager, were the top five factors that would make the current middle managers stay in Company A's employment. The research further concludes that there was a gap between Company A's retention initiatives and what the middle managers actually value, thus the resignations. The research has also established that the middle managers' resignations have had a significant financial impact on the organisation.

Based on the results of the research, the following are the recommendations made to curb the voluntary staff turnover at middle management level: reviewing the current retention initiatives and aligning them with the outcomes of the survey; developing an all-encompassing retention strategy as the current one is focused on the financial aspects of retention, redesigning middle managers' jobs to make them meaningful; prioritising career development; and making use of information collected from exit interviews to implement work place changes.

The research has provided Company A with the factors they need to address in order to retain their current middle managers. These factors will assist Company A in developing a relevant retention strategy, as middle managers are their principal vehicle for delivering the company's main strategic objective, which is increasing shareholder value. By reviewing their current retention initiatives they will strengthen

their competitive advantage, which will benefit them in times of both economic downturn and economic boom.

Declaration

I declare that this research project is my own work. It is submitted in impartial fulfilment of the requirements for the degree of Masters of Business Administration at University of South Africa. It has not been submitted before for any degree or examination in any other university.

I further declare that I have obtained the necessary authorisation and consent to carry out this research.

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I would like to thank God for walking this journey with me.

To my family and friends, thank you for your constant support and encouragement.

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Chapter 1 BACKGROUND TO THE PROBLEM

1.1 Introduction

This chapter will discuss the rationale for conducting the research, and the specific objectives that the research intends to achieve.

1.2 Definition of terms

- Voluntary staff turnover – wilful termination of the employment contract by an employee (resignation).
- Involuntary staff turnover – termination of the employment contract by the employer for reasons such as dismissal and retrenchment.
- Retention – systematically managing in ways which encourage staff to remain in the organisation's employment.
- Middle management – job category 5 and 4 managers.
- JDE – JD Edwards software.
- SAP – enterprise resource planning software.

1.3 The topic

The topic discusses factors that influence retention of middle managers in Company A.

1.4 The problem in context

Company A is a petroleum organisation, which processes crude oil, converts it into useful products such as liquefied petroleum gas, petrol, diesel, automotive lubricating oils, fuel oils and bitumen, and sells these products to retail and business-to-business customers.

Company A's current staff complement is 405 full-time staff (SAP, 2010a). The middle management (job categories 5 and 4) staff complement is estimated to be 200. The organisation is divided into various classes of business: retail, business-to-business, and supply and distribution and also into classes of function: legal,

communications, human resources, finance, information technology, health safety, security, and environment and corporate office.

Company A has experienced a significant rate of voluntary staff turnover at the middle management level. Middle managers are critical for Company A as they implement the strategy of the organisation. These are some of the effects of staff turnover at middle management in Company A: loss of critical knowledge and experience; and increased recruitment and training costs.

South Africa is experiencing a shortage of skills, thus there is a 'war for talent' amongst employers (Taylor, 2003). A skills shortage occurs when there is a high demand for scarce skills and this does not match the supply e.g. managerial, sciences and mathematical related skills (Daniels, 2007:1). Company A has felt the effects of the country's shortage of skills; as a result filling middle management positions takes a long time.

Between 2007 and 2009, 35% of middle managers resigned. Out of the 35% resignations only 2% of the exit interviews were done. Participation in exit interviews is not mandatory, thus human resources cannot force any leavers to participate in the process. A retention bonus scheme was introduced in 2008 to retain all critical skills in the organisation. The scheme was not dedicated to addressing the significant staff turnover at the middle management level but was instead a general scheme.

1.5 Problem review

1.5.1 Voluntary staff turnover trends

The table below depicts the voluntary staff turnover trends at middle management in Company A.

Year	Voluntary staff turnover %
2007	13%
2008	15%
2009	7%

Table 1: Breakdown of voluntary staff turnover at middle management level. Source: SAP, 2010b

According to the South African Petroleum Industry Association (2010) the generally acceptable staff turnover percentage in the petroleum industry is between 8% and 10% in all job categories. Company A's staff turnover at middle management level exceeds this benchmark. In 2007 the turnover at middle management level was 13%, in 2008 it was 15%, and in 2009 it was 7%.

Amongst other reasons for the high staff turnover in 2007 and 2008, economic factors could have been a contributor. During this period the South African economy was growing, thus the availability of jobs in the labour market was high. When many alternative jobs are available in the external market, the effect is positive on voluntary staff turnover (Lee, Gerhart, Weller & Trevor, 2008). The significant drop in 2009 can possibly be credited to the economic growth decrease by 1.8% from the previous year's 3.1%, which had a negative effect on employment rate (Statistics South Africa, 2010). Company A had not implemented any interventions to reduce staff turnover at middle management level in 2009.

1.5.2 Retention Bonus scheme

In 2008 a retention bonus scheme was introduced to retain critical staff. There was no common definition of critical staff, line manager were asked to nominate people in their department whom they perceived to possess critical skills. The scheme was not specifically aimed at retaining middle managers, it was a general scheme. Out of 25

recipients of the retention bonus, none were still in Company A's employment at the end of 2008 (SAP, 2010b). Financial losses were incurred because money could not be recouped from recipients who left the company as there was no written agreement in place stating the terms and conditions of the scheme.

1.5.3 Analysis of exit interviews

An analysis of the exit interviews of middle managers at job category 5 and 4 was conducted for the resignations that took place between 2007 and 2009. Only 2% of exit interviews were conducted out of a population of 35% leavers.

Reasons for leaving given in an exit interview are not always a true reflection of the actual reasons for leaving, as at times the leaving employees do not want to 'burn their bridges' thus withholding the true reasons (Lee, *et al.*, 2008).

Below are the reasons for leaving in the order of frequency – (less frequently stated being 1 and most frequently stated being 5). The reasons were:

- (1) lack of short-term promotion opportunities;
- (2) lack of sufficient empowerment or autonomy;
- (3) dissatisfaction with management or supervisor;
- (4) dissatisfaction with long-term career development opportunity; and
- (5) dissatisfaction with salary.

1.5.4 Recruitment turnaround times at middle management level

Table 2 shows the estimated time it takes Company A to fill a vacancy at middle management level.

Position	Required experience and years	Time to fill the position
Sales Team Leader	Business to business-minimum 4 years	5 months
Convenience Retail Team Leader	Fast moving consumable good-minimum 4 years	3 months
Territory Manager	Field management - minimum 3 years	2 months
Engineering Manager	Project management - minimum 5 years	6 months
Legal counsel	Contracts-minimum 5 years	6 months

Table 2: Estimated time to fill a vacancy at middle management. Source: SAP, 2010b

The process of filling a vacancy starts when the current job incumbent hands in a resignation letter with a 30 days notice period. Ideally the organisation has 30 days to fill the position, but it is often not possible to achieve this. There are occasions where temporary resources can be used while the search for a permanent candidate is in progress, e.g. a legal counsel can be seconded to Company A from one of the law firms that represent the company. The secondments come at significant fees; however, this cost is negated by the fact that business continuity is achieved as handover of work is done to an experienced resource. In cases where the above is not possible the work is shared amongst the remaining team members. This leads to work overload on the remaining team members and the rate of errors may increase, thus resulting in a decline in service delivery standards.

1.5.5 Financial costs related to staff turnover at middle management level

The financial costs incurred when a middle management position is vacant go beyond the placement fees paid to the recruitment agencies and the temporary resource. Below are the other costs.

1.5.5.1 Relocation costs

The relocation costs are incurred when a new employee has to move to the location where the position is based. It is the policy of Company A (SAP, 2011c) to pay the following relocation costs:

- moving personal effects;
- maximum of six months personal effects storage costs;
- one month's accommodation for the new employee and family; and
- if a house is sold at the old location, the company pays for the estate agency fees for the purchase of a new home in the new location.

1.5.5.2 Training costs

Company A spent 3 million rands on middle management training between 2007 and 2009. This is a significant amount of money, yet part of this training investment was lost as 35% of middle managers resigned in this period and took with them critical knowledge and experience. This implies that more money will have to be invested to train new job incumbents.

1.5.5.3 Recruitment costs

The table below shows the costs incurred on placement fees at middle management level.

Year	Placement fees spending per annum
2007	R600 000
2008	R1000 000
2009	R200 000

Table 3: Placement fees at middle management Source: SAP, 2010b

1.6 Problem statement

Failure to retain middle managers in a market where the demand for managerial skills exceeds supply leads to significant financial costs.

1.7 Research Objectives

The research objectives are:

1. to determine what factors will make current middle managers stay in Company A's employment;
2. to compare the current retention interventions with the factors identified by the middle managers in the survey; and
3. to research what is the financial impact of middle manager's resignations on the organisation.

1.8 Delineation of the study

The main focus of this research is to find out from Company A's current middle managers (defined as job category 5 and 4 by Company A's job grading system which is adapted from the Hay grading system) what factors would make them stay in the organisation. A history of voluntary staff turnover at middle management level has been established. However, this research will not investigate the causes and

circumstances which lead to the increase in high voluntary staff turnover at this level due to time constraints and the absence of data on this aspect.

1.9 Importance of the study

The outcome of this research will assist the leadership of Company A to understand the factors that will make current middle managers stay in the organisation. Once the leadership has a better understanding of these factors they will be in a better position to formulate relevant retention strategies. Middle managers are important for Company A to meet its business imperatives, and thus retaining them is critical.

1.10 Conclusion

In this chapter the study topic was introduced and the recent events that had a bearing on the research problem were discussed. The events discussed were: the middle management voluntary staff turnover trends; the analysis of past exit interviews; the financial costs incurred; and the retention initiative implemented.

Chapter 2 MODELS AND THEORY

2.1 Introduction

In 2009 Company A changed its main Information System software from JDE (JD Edwards software) to SAP (Enterprise resource planning software). The aim was to streamline, standardise and simplify business processes to ensure that the business remains competitive. SAP brought about the following changes: new business methodologies; redesigning of organisational structures; moving certain activities offshore; and redesigning of jobs. In 2010 Company A implemented cost cutting initiatives to help the organisation recover from the economic recession. This meant a large cut in travel, both local and international, few expatriate positions (local talent preference), considerable cuts in training and development initiatives (only in-house training was allowed), no new intake for funding for leadership development programs (e.g. MBAs), and a significant cut in operations cost allocations e.g. cut in cell phone budgets.

In light of the above-mentioned recent events the analysis of the problem will be done using the two-factor theory and the job characteristics model.

2.2 Two- factor theory of motivation

The two-factor theory illustrates that one's job is affected by intrinsic and extrinsic factors. The two-factor theory states that motivators are the primary cause of satisfaction on the job, hygiene factors are the cause of unhappiness on the job and both are separate and distinct factors rather than direct opposites - job satisfaction and job dissatisfaction (Nel, Wemer, Haasbroek, Poisat, Sono & Schultz, 2008).

When the motivators are present there are usually high levels of job satisfaction and, by inference there is less of a likelihood of staff turnover (Nel *et al.*, 2008). On the other hand, the hygiene factors do not guarantee a satisfied employee, but prevent dissatisfaction of an employee. This can imply that if only the hygiene factors are

there for an employee, he or she will be content with his job, but if a better job opportunity comes along, there will be no sufficient motivators to retain the employee.

Motivation Factors	Hygiene factors
Achievement	Supervision
Recognition	Working conditions
The work itself	Interpersonal relationships
Responsibility	Pay and job security
Advancement and growth	Company policies

Table 4: Two- factor theory. Source: Moorhead and Griffin (1995)

Below is a discussion of the areas that appear not to be working well in Company A:

2.2.1 Recognition

A special recognition award is given to an individual who has done something remarkable in his or her job. The award can be monetary or a dinner voucher for two people. There is no set parameter of what is deemed remarkable. This is left to a line manager's discretion. Often this leads to inconsistency in rewarding individuals, the line manager may not always use the same barometer to measure 'remarkable' in the business or the barometer of 'remarkableness' may be different from business to business. This can lead to dissatisfaction for those individuals who believe they are being overlooked, even though they are making a remarkable contribution to the business.

2.2.2 The work itself

In order for work to provide satisfaction, it has to provide sufficient challenge to the employee and allow the employee, to utilise his or her full abilities. With the move to SAP came job redesign, job standardisation and moving certain activities offshore. This led to some middle managers not utilising all their abilities and skills as some of the work they used to do was automated or moved offshore. This might have reduced the work challenge and intrinsic satisfaction they used to enjoy before the Information System software change.

2.2.3 Responsibility

Employees who demonstrate increasing levels of ability should be given increased levels of responsibility. With the change to SAP, this is no longer possible as jobs are narrowly defined. This could lead to dissatisfaction for employees who want to utilise all their skills. They may feel stifled in their role. The long-term implications of this are that the employee may not be promotable, as they will have had limited opportunity to utilise all their abilities and also learn new skills. This would be a major frustration for an employee who is career driven. This is a business risk if only one person holds the critical knowledge for a particular area since if this person is absent, business continuity may be hampered.

2.2.4 Advancement and growth

Advancement opportunities have diminished due to cost cutting in the Company A's group of companies. There are fewer opportunities for expatriate positions, which in the past were a means of gaining exposure and growth from other markets. The significant cut in the learning and development budget will have adverse implications for the organisation and the individuals who are keen to develop new skills. The effect on the individuals may be that they will feel dissatisfied, as their development aspirations are limited. The effect on the organisation is it will be denied the benefit of the new skills that the employees would have acquired from attending training or management development programs.

2.2.5 Pay and job security

Job security is a challenge for most employers as they have less control over the changes in the macro environment in which they operate. The latest organisation redesign may have heightened the employee's fears of security of their jobs. Middle managers whose positions were redesigned and whose activities were sent offshore are likely to feel insecure and may intend to leave the organisation due to fear that the next reorganisation will lead to their job loss.

2.3 The job characteristics model

The job characteristics model proposes that attention be given to the five job design characteristics which are: skill variety, task identity, task significance, autonomy and feedback. This produces three critical psychological states which are: experience of meaningful work, experience of responsibility for the outcomes of the work and knowledge of the actual results of the work activities. These three psychological states increase the likelihood of positive personal and work outcomes, especially for employees with high growth need, high internal motivation, high quality performance, high satisfaction with work and low turnover (Nel *et al.*, 2008). Considering the job characteristics model in light of the recent Information Systems software change, these are various areas where gaps exist.

2.3.1 Skills variety

The way in which some of the middle management jobs are designed does not allow for use of different skills and abilities. For an example: a Sales team leader can no longer resolve customer pricing queries as he or she no longer has access to the pricing portal and the activities have been moved to a dedicated pricing team – this means a limited use of financial problem solving skills. This can potentially lead to job dissatisfaction for middle managers who want to use and extend their financial acumen. However, currently this is how jobs are designed, based on what activities each job does thus defining what SAP access each job will have.

2.3.2 Task identity

The current design of some middle management jobs has been narrowed down. They can no longer do a complete job from the beginning to the end; they now do different bits and pieces of the job, which results in a lack of a sense of ownership and control (autonomy). For an example, the local payroll manager no longer performs all activities that relate to the running of the payroll. The payroll manager passes on all payroll input documents to Krakoff (the offshore centre for payroll activities). This centre inputs the information in the payroll system, does all the calculations and runs the payroll. The local payroll manager has no control over the accuracy of the information captured in the payroll system nor does she have means of checking this prior to the pay run. If there are payroll queries after the pay run, they are resolved by the local payroll manager who generates payroll reports to try to establish the cause of the problem. Once the cause is found she then sends a solution to Krakoff for them to action. The perceived significance of the job (task significance) is reduced by the lack of senses of control, reduced responsibility and accountability. This could possibly cause dissatisfaction to middle managers who want to take full responsibility and accountability for their area.

The effect that the change in the Information System software has had on the job design has the potential to make middle managers feel dissatisfied with their jobs. The current job design has limited the scope for middle managers to experience the three psychological states, which are: experience of meaningfulness of work, experience of the responsibility for outcomes of work and knowledge of the actual results of the work.

2.4 Conclusion

Internal work motivation, growth satisfaction, high general job satisfaction and extrinsic satisfaction are all important for keeping middle managers in an organisation's employment. A constant evaluation of and improvement in processes and procedure aimed at enhancing job satisfaction for middle managers is important as voluntary turnover at this level can have significant effects upon the organisation.

Chapter 3 LITERATURE REVIEW

3.1 Introduction

In the previous chapter the following issues were discussed:

- the change in the information System software in 2009 that lead to changes in business methodology, redesigning of organisation structures and jobs; and
- the cost cutting drive that impacted on the availability of expatriate position, a significant cut in training and development initiatives.

The Two-factor theory and job characteristics model were discussed to aid the analysis of the problem. In this chapter a review of the existing body of knowledge related to skills shortage, turnover, exit interviews, turnover costs and retention factors will be conducted.

3.2 Skills shortage

A skills shortage occurs when the demand for certain skills exceeds supply (Daniels, 2007). In general South Africa has a skills shortage that is possibly caused by two factors: (1) the education system is not producing enough graduates with the required skills such as science, management and engineering; and (2) some of the skilled professionals are emigrating to other countries (Nel *et al.*, 2008). This poses a challenge for South African organisations when they need to fill vacant positions.

In 2003 the Human Sciences Research Council carried out a study of 273 organisations to assess whether they were experiencing any difficulty in recruiting skilled employees. Seventy six percent of these organisations confirmed that they were experiencing difficulties in recruiting skilled employees. The shortage was particularly in information technology, accountants, managers, engineers, technicians and medical practitioners. It is evident that employers must retain those skilled employees that they have as replacing them will be a challenge.

The skills shortage is not only unique to South Africa but is a global problem. “In 1998, research by Mckinsey and Company, entitled the War for Talent involving 77 companies and almost 6000 managers and executives in the United States of America highlighted the importance of the coming skills shortage crisis” (Brewster, Grobber, Holland & Warnich, 2008:29). The report identified that the principal corporate resources over the next 20 years would be talent, which due to identified demographic changes, would become increasingly difficult to find for which it would be costly to battle (Brewster *et al.*, 2008). This emphasises the need for organisations to find creative ways of retaining their middle managers, as these people are important in the achievement of the organisation’s strategic business objectives (Brewster *et al.*, 2008).

The Department of Labour (2008), states that South Africa needs the following skills:

- 20 085 engineers of various kinds;
- 16 430 health care professionals (health diagnostics, health therapy, professional midwifery and nursing professionals);
- 4270 finance professionals (accountants, auditors, financial brokers and financial investment advisers),
- 1420 law professionals (solicitors and counsellors);
- 2590 city planner professionals (architects, landscape architects, cartographers, surveyors, urban and regional planners);
- 885 information and technology professionals;
- 13 760 natural and physical science professionals (agricultural and forestry scientists, chemists, environmental scientists, geologists, medical scientists, veterinarians and miscellaneous science and physical science professionals);
- 22 600-management professionals (advertising, marketing, sales, finance, human resources management, policy and planning managers, research and development managers, construction managers, contract’s managers, project managers, operations managers, supply and distribution managers);
- 41 615 education professionals (higher education lectures and school teachers);

- 14 320 transport professionals (air, marine, car, train, bus and truck drivers);
and
- 23 810 artisan professionals (manufacturing and processing technicians, fabrication engineering, mechanical, panel beaters and trimmers).

The skills shortage list above indicated the magnitude of the problem faced by South African employers. It is evident that employers are competing for limited resources. While the country has not found a solution to the skills shortage problem, it is important for organisations to identify ways of retaining their current employees.

3.3 Employee turnover

Staff turnover is an individual's permanent withdrawal from an organisation (Robbins and Judges, 2007). There are two main schools of thought on the causes of staff turnover: economic and psychological (Sutherland and Jordaan, 2004). The economic school of thought refers to market forces such as skills scarcity supply and demand and opportunity as the main causes of turnover. The psychological school emphasises individual decisions (Cappelli, 2000).

There are two types of staff turnover, voluntary and involuntary (Loquercio, 2006). Involuntary staff turnover occurs when an organisation dismisses or retrenches its employees because their services are no longer required (Fisher, Schoenfeldt & Shaw, 2003). This is usually caused by factors beyond the organisation's control. The Labour Relations Act, No. 66 of 1995 makes provision on how such turnover can be dealt with. Voluntary staff turnover is when an employee looks for better job prospects or employment conditions, or more job satisfaction (Van Niekerk, 2005).

Voluntary turnover can be further classified into two categories, functional and dysfunctional turnover (Fisher *et al.*, 2003). Dysfunctional turnover is destructive to the organisation as it leads to the resignations of employees with valuable skills and this results in high replacement costs. Fisher *et al.*, (2003) further claim that

functional voluntary turnover is not harmful to the organisation as it includes resignations of poor performers, thus creating an opportunity for the organisation to recruit more competent employees.

Avoidable staff turnover stems from causes that an organisation may be able to influence e.g. reviewing policies that could improve the working environment (Loquercio, 2006). Unavoidable staff turnover represents resignations beyond the organisation's control e.g. family relocation.

3.4 Exit interviews

Exit interviews play an important role in establishing the reasons for staff turnover. Harpur (2002) states that the information gained from exit interviews helps organisations identify problem areas, thus enables the organisation to formulate corrective measures.

Lee, Gerhart, Weller & Trevor (2008) argue that that reasons for leaving given in an exit interview are not always a true reflect of the actual reasons for leaving as at times the exiting employees do not want to 'burn their bridges' thus withholding the true reasons. If this information is used to inform a retention intervention, there is a possibility that the intervention may not deliver its intended objective. To try to avoid this, it is advisable to determine the retention factors by asking the current employees for their views.

3.5 Turnover cost

Kane-Sellers (2007) states that organisations commonly focus on the cost of voluntary turnover whereas the turnover cost is more or less the same amount regardless of type. She further states that the costs can be categorised into: pre-turnover cost, separation cost, vacancy cost, recruiting cost and new-hire costs. Below are some of the examples of turnover cost drivers she offers.

Pre-turnover costs

- Productivity lost takes the form of lost sales due to performance decline of the individual.
- Customer satisfaction e.g. declining customer satisfaction.

Vacancy costs

- Separation costs e.g. services of a temporary employee while the recruitment of a permanent employee is underway.
- Lost customers e.g. customers who switch suppliers during the vacancy period.

Replacement costs (recruitment and new hire costs)

- Pre-employment evaluation e.g. assessment costs.
- Training e.g. job specific training.

The following are some of the views of academicians and practitioners on the costs of voluntary staff turnover.

- Ramesey-Smith (2004) says it costs a company \$78 000 to replace an employee.
- Tracey and Hinkin (2008) claim that the cost of replacing an employee ranges between \$2 604 and \$14 019.
- Droege and Hoobler (2003) identify the loss of important tacit knowledge.
- Pepe (2010) states that the total cost of staff turnover is a minimum of one year's pay and benefits, or a maximum of two years' pay and benefits. He

further claims that 58% of organisation experience difficulty retaining their employees.

- Frank, Finnegan & Taylor (2004) are of the view that staff turnover cost the United States an estimated 5 trillion United States Dollars annually. They believe that staff turnover reduces earnings and stock prices by an average of 38%. They conclude that staff retention reduces turnover costs and increases productivity, and it also correlates with high customer loyalty and great profitability.
- Allen, Bryant & Vardaman (2010) believe that employee retention remains a critical issue for organisations as the costs associated with recruiting, selecting and training a new employee often exceed 100% of the annual salary for the position being filled.

3.5 Retention factors

3.5.1 Psychological contract

A psychological contract refers to employees' subjective interpretations and evaluation of their employment deal (Rousseau, 2001). Researchers in this field argue that for retention management to be effective, it is important not only to create an optimal portfolio of Human Resources practices, but also to manage employee's perceptions regarding what their organisation has promised them in return for their loyalty and commitment. Retention management addresses the type of organisational inducements and Human Resources strategies that are effective in reducing voluntary employee turnover, the psychological contract focuses on employees' subjective interpretation of those promised inducements. "This implies that retention practices might only be successful if they are consistent with what employees' value" (De Vos and Meganck, 2007:46).

According to De Vos *et al.*, (2007), the following are the widely discussed retention factors: provision of an attractive package of financial rewards and employee benefits; career perspective; job enrichment initiatives; training and development opportunities; a supportive work environment; and initiative to improve work-life

balance. Des Vos and Megnack further state that in, order to improve the understanding of the effectiveness of retention factors, it is important to relate them to employees' views on what is important to them.

Maertz and Griffeth (2004) add that for retention factors to be effective depends on their impact on motivational forces. They further state these motives that drive a decision to stay or leave are shaped by events, recalled memories and other cognitive triggers. The psychological contract can be one of the motivational forces.

“Applying the perspective of the psychological contract might therefore be useful for understanding the relative importance of retention factors in employee’s employment deal” (De Vos *et al.*, 2007:50).

Wocke and Sutherland (2008) define the psychological contract as promises expressed or implied that deal with the exchange agreements between an employer and employee. They believe that the psychological contract can be influenced by both internal and external factors. These contracts change and evolve over time. Wocke *et al.*, (2008) say that effective management of psychological contracts relates to the maintenance of perceived obligations. If an employee believes that his or her psychological contract is met, they will feel obligated to contribute to the organisation thus remain in the organisation’s employment.

3.5.2 Relationship with line manager

In 2002 the Hay international study found the second highest contributing factor to turnover was the unpleasant relationship with the line manager - “unhappy with the boss”. Seventy four percent of those who were planning to stay were happy with their boss compared to the 41% of those planning to leave (Hay, 2002).

In another study done by the Gallup organisation where 1 million employees and 80 000 managers were interviewed, it emerged that people leave managers not companies. This means that if there is a voluntary staff turnover problem, the starting point for resolving the problem will be to look at the organisation's managers (Taylor, 2002).

Frank, Finnegan & Taylor (2004) say that front-line leaders drive retention. Employees will stay if they have a good and open relationship with their immediate boss. Employees see the organisation in the same light as they see their supervisor. The authors further say that in a study conducted by the Hundson Research group in 2004, a third of employees rated their supervisors as fair or poor, thus indicating that there is a great deal of room for front-line leaders to improve in order for employees to remain with their employers.

3.5.3 Organisation values and leadership styles

In research conducted by Lok and Crawford (1999) a compassionate leadership style was found to have a greater influence on commitment and job satisfaction compared to task-orientated leadership style.

A study of Indian managers conducted by Dwivedi (2001) revealed a high preference for consultative or participative and transformational leadership style enhanced job commitment.

The study by Ghosh and Shejwal (2006) of the relationship between perceived organisational values and leadership style concluded that reactions to a particular situation do influence the leadership styles of managers. If managers perceive that the organisation values trust, fairness and integrity they tend to involve their subordinates in decision making and show high concern for them. If managers perceive the organisation to be rule bound and disciplined they tend to become self-orientated and power-centric.

Ganesan and Khan (2010) say that a discriminatory mentality in management and non-inclusive attitude encourages negative perception of the organisation, thus resulting in breaking team spirit throughout the organisation. This has a negative impact on organisational performance. Instilling a value system which promotes diversity and inclusiveness will contribute to the retention of employees.

3.5.4 Satisfaction of higher order needs

In their research Lok *et al.*, (1999) found a positive correlation between commitment and higher order needs or intrinsic factors. These were the higher order needs or intrinsic factors: the work environment; the amount of interaction; acceptance by co-workers; praise received from colleagues and leader; and feedback.

3.5.5 Skills and talent development

Hay (2002) found that skills and talent development was the most significant retention factor. A line manager who does not have an interest in an employee's career development can trigger the intention to leave for the employee. In his study Hay (2002) also found out that only 38% of those employees planning to leave were satisfied with the current opportunity to learn new skills.

The Markinor South Africa employee relation survey found that a major driver of employee loyalty is the development of a long-term career (Markinor, 2003).

Allen, Shore & Griffeth (2003) found that Human Resources practices that promote growth opportunities for an example skills training reduces employee turnover intentions and encourages support for the organisation.

3.5.6 Advancement opportunities

Hay (2002) found that only 22% of employees planning to leave were satisfied with advancement opportunities. The Production-Engineering corporate survey (2001) of 800 South African companies cited prospect of better pay and better working conditions as the main reason for resignations. If employers took time to recognise these factors, they can change or improve their offerings to make sure that they induce employees to stay, especially middle managers as there is a shortage of managerial skills.

3.5.7 Show of appreciation

Arms (2010) believe that employee recognition is an important element of retention. Showing appreciation can be formal or informal. A simple thank you for work done well can make a middle manager feel good about him or herself and feel that he or she is making a significant contribution to the organisation. Formal recognition can take the form of both financial and non-financial rewards.

Arms (2010) suggest that performance reviews should be made meaningful as these can be used as a form of an incentive for middle managers. Finally Arms suggest that organisations should help middle managers manage their workload by imposing reasonable requirements on them. In that way resentment and dissatisfaction levels can be reduced.

Shen, Cox & McBride (2004) study of the hospital consultants and midwives in the National Health Services findings were that lack of appreciation of contribution, or the perception of not being valued, were key influences on staff turnover. If the hospital consultants and midwives felt appreciated and valued they would remain in the employment of the National Health Services. Amongst other factors that were found to have the potential of influencing retention were a supportive professional environment, reduction of workload and working hours, and more flexible working patterns.

3.5.8. Work benefits

Secret (2000) conducted a study of 527 employees in 83 businesses to establish what work benefits were valued by employees, specifically those benefits that support balancing job and family responsibilities. The findings of the study were that alternative work arrangements, leave time and mental health-related benefits were common to most participants to the survey.

Rewards provided by the organisation have a relationship with job satisfaction and hence employee retention Taplin, Winterton & Winterton (2003). Bamigboye and Aderigbe (2004), Jerez-Gomez, Cemes, Cespedes-Lorente & Valle-Cabrera (2005) are of the view that rewards help to motivate and retain competent staff. Heneman and Judge (2003) argue that, for an organisation to retain its employees, it must provide benefits that are viewed as valuable by the employees. By making sure that the benefits provided by the organisation match the employee's expectations, employee job satisfaction can be improved and employee retention enhanced.

3.5.9 Work values

Abbas and Al-Kazem, (2005) conducted a work value and loyalty study with 762 managers as participants. The outcome of their study highlighted the following issues as factors that influence commitment: achievement of advancement, job interest meaningful work, responsibility, utilisation of ability and knowledge. In their previous study they had surveyed managers to establish what problems were being experienced by managers in organisation, which impacted negatively on commitment (Abbas and Al-Kazem, 2002). Their findings were: importance of personal relationships over work; favouritism and personal relationships over work relationships; subjectivity in evaluation; and promotion and multiplicity of rules and regulations.

Ng and Butts (2009) found out from their two empirical studies that information sharing job significance and locus of control were positively linked to intentions to stay with the organisation. Opportunities for learning, the availability of rewards for performance and locus of control increased the intentions to stay with the organisation.

Ali and Baloch (2010) conducted research to investigate the factors that have a significant impact on job satisfaction and turnover intentions. Their results indicated that pay, social status, security, promotion, working conditions, supervision, recognition, nature of work, autonomy, effective commitment and continuous commitment had a positive relationship with general job satisfaction and a negative relationship with turnover. Work-family conflict, family-work conflict, work overload and perceived alternative employment opportunities had a negative relationship with overall job satisfaction and positive relationship with turnover intentions.

3.5.10 Job satisfaction

Mottaz (1981) surveyed 1313 employees representing seven occupational groups. The aim of the study was to examine the nature and the sources of intrinsic job dissatisfaction. The lack of control over task activities and the lack of meaningful work were found to be the source.

In a study of 24 829 leisure and hospitality industry employees conducted by Hausknecht, Rodda & Howard (2009), job satisfaction was identified as the most frequently mentioned reason that made employees stay in their employment. Other reasons mentioned were, extrinsic rewards, constituent attachment, organisational commitment and organisational prestige. They also concluded that high performers have a greater capacity to act on dissatisfaction with the work elements than low performers because the former can turn to the external market when conditions are unfavourable. The study points out the importance of understanding from employees themselves what makes them stay in order to design and implement relevant retention practices.

Barrick and Zimmerman (2005), and Lee and Rwigyema (2005) argue that employee turnover might not be sufficiently explained by job satisfaction only, other organisational factors such as better selection at the recruitment stage to ensure organisation-fit need to be considered.

3.6 Conclusion

In this chapter a number of retention influencers were discussed and emphasis was laid on establishing from middle managers themselves what will keep them. Bogdanowicz and Bailey (2002) say that in the current economic conditions, intellectual capital and knowledge management are significant indicators of success, and businesses need to retain their middle managers with the right skills and abilities in order to maintain their competitive advantage.

Chapter 4 RESEARCH APPROACH AND DESIGN

4.1 Introduction

This chapter explains the chosen research methodology that was followed during this research. The models and theory discussed in Chapter 2 and the literature review in Chapter 3 form the basis for designing the structure of this research.

4.2 Research approach

The nature of the problem research determines whether the research is exploratory, descriptive or causal (Zikmund, 2003).

Below is a summary of the differences between the three types of research:

- Exploratory research is conducted to clarify an ambiguous problem.
- Descriptive research is primarily used to describe characteristics of a population (Zikmund, 2003).
- Causal research answers questions of why (Zikmund, 2003).

This research may be classified as descriptive as its main purpose is to understand the factors that will make middle managers stay in Company A's employment.

According to Cooper and Schindler (2003), the differences between qualitative and quantitative research are as follows.

- Qualitative research seeks out the 'why', not the 'how', through the analysis of unstructured information.
- Quantitative research is a method used to determine the extent of a phenomenon in the form of numbers in order to explain the causes of objectively observable and measurable behaviour.

This research took the form of a qualitative study as its main purpose was to understand the factors that would make middle managers stay in Company A's employment.

4.3 Research design

4.3.1 Data gathering tools

Primary data was collected via an electronic survey questionnaire as this method was a quick, flexible, inexpensive, efficient and accurate means of assessing information about a population (Zikmund, 2003). The survey and questionnaire are an instrument for observing data beyond the physical reach of the observer (Leedy and Ormrod, 2005). According to Coldwell and Herbst (2004), these are some of the questionnaire weaknesses: sampling frame, non-responsive rate and measure of error.

To minimise non-response bias the researcher did the following: a detailed introductory letter was sent to all selected participants prior to the survey being sent out; the survey was sent to each respondent by email with a web link to access the survey; and follow-up email reminders were sent to participants who had not responded to the survey by the specified time.

Secondary data was collected from company records such as cost centre reports, manpower reports and policy and procedure documents to address the second and third objectives of the research project.

Questions	Literature sources
Organisation values and leadership styles. Question 1	Ghosh, S. K. and Shejwal, B. R. 2006. 'Relationship between perceived Organisational Values and Leadership Styles', <i>Indian Journal of Industrial Relations</i> , 42(1): 57 – 72.
Work benefits. Question 2	Secret, M. 2000. 'Identifying the family, Job and Workplace Characteristics of employees Who use Work-family Benefits', <i>Family Relations</i> , 49 (2): 217 – 225.
Work value. Question 3	Abbas, J. A. and Al-Kazem, A. 2005. 'The Kuwaiti Manager: Work Values and Orientation', <i>Journal of Business Ethics</i> , 60 (1): 63 -73.
Intrinsic task rewards. Question 4	Mattaz, C. J. 1981. 'Some Determinants of work alienation', <i>The Sociological Quarterly</i> , 22 (4): 515 – 529.
Relationship with line manager. Question 5	Whetstone, T. J. 2003. 'The language of managerial excellence: virtues as understood and applied', <i>Journal of Business Ethics</i> , 44(4): 343 – 357.
Work-life balance Questions 6 to 9	Hill, J. E., Hawkins, J. A., Ferris, M. & Weitzman, M. 2001. 'Finding an extra day a week: the positive influence of perceived job flexibility on work and family life balance', <i>Family Relations</i> , 50(1): 49 – 58.

Job satisfaction Question 10	Mattaz, C. J. 1985. 'The relative importance of intrinsic and extrinsic rewards as determinants of work satisfaction', <i>The sociological Quarterly</i> , 26 (3): 365 – 385.
Diversity management. Question 11 and 12	Booyesen, Q. 2009. Factors affecting the upward mobility of Black managers in corporate South Africa. Masters of Business Administration. University of Pretoria's Gordon Institute of Business Science, Johannesburg.
Career development Question 13	Booyesen, Q. 2009. Factors affecting the upward mobility of Black managers in corporate South Africa. Masters of Business Administration. University of Pretoria's Gordon Institute of Business Science, Johannesburg.

Table 5: Questionnaire literature sources.

4.3.2 Measurement instrument

A closed format questionnaire that only permits prescribed responses was designed. The closed format was selected as it made it easy for respondents to answer the questions, as alternatives were provided and there were a limited number of possible answers facilitating the analysis of the responses. The questions in the survey were based on existing literature sources. A five –point Likert scale was used as it offered sufficient discrimination while ensuring respondents could adequately understand the scale. The statements in the questionnaire were qualitative in nature and so was the interpretation of the results.

The questionnaire was made up of three sections which are set out below.

- Work role - this section addressed the following: things that the individual and the company deem important; company benefits; aspects of the job itself; line manager; work-life balance; work stress; job satisfaction; diversity and career development.
- Other jobs – this section addressed active and passive job search.
- Personal data – this section captured demographic data such as age and gender.

The questionnaire was intended to address the first objective of the research which was: to determine what factors will make the current middle managers stay in company A's employment.

The second objective of the research which was: to compare the current retention interventions with the factors identified by the middle managers in the survey were addressed by comparing the outcomes of the survey with the retention procedures of Company A.

4.3.4 Data analysis approach

In this research project descriptive statistics were used to analyse the data. Descriptive statistics are useful for presenting quantitative descriptions in a manageable form; each descriptive statistic reduces a great deal of data into a simpler summary.

Document analysis was used for the analysis of cost centre reports generated from SAP with the aim to research what the financial impact of middle managers' resignations to the organisation were (addressing objective three of the research). The financial elements that were researched are:

- vacancy cost (e.g. temporary staff costs); and
- replacement costs (e.g. training costs, placement fees, new employee relocation costs).

Chaleswoth, Lewis, Martin & Taylor (2003) suggest the following four main criteria for assessing documents:

- authenticity;
- credibility;
- representativeness; and
- meaning.

The cost centre reports that were used for the analysis were authentic as the information was not questionable; as it come from the original data source SAP which was the only accounting system in Company A. The cost centre reports are credible and they are free from error and distortion as the system is automated, and only a selected few people are authorised to capture information in the cost centre portal. Cost centre reports are typical of their kind and are clear and comprehensive.

In order for data to be easily understood, graphs and table were used to present that data.

4.4 Sampling

The population of relevance consisted of all current middle managers, at job category 5 and 4 (Company A's customised job categorisation).

4.4.1 Sample selection

According to Leedy and Ormond (2005) for the outcome of a survey to be trustworthy, the sample must be representative of the population.

Systematic random sampling was used to select the sample. The sample was selected from a staff list generated from SAP. The total number of middle managers was 200; every second name on the list was selected thus ending up with a sample of 100 middle managers. However the survey was sent to a 176 middle managers. From the 176 surveys sent out, four respondents opted out, 117 respondents responded fully, 55 did not respond, five responded partially and the total response was 122, thus achieving a 69.2% response rate.

4.4.2 Sample bias

Non-response bias was managed by sending an introduction letter prior to the survey being sent out. Social desirability was managed by specifying in the introduction letter that there would be no personal gain for the respondents for participating in the survey; and that participation in the survey was intended to assist the researcher fulfil the master's degree requirements of the university.

4.4.3 Sample error

The sample error was corrected by making sure that the sample size was large as the outliers – very low or very high can be diluted by those results falling within the normal distribution.

4.5 Technical and quality issues

4.5.1 Reliability and validity

Reliability is the extent to which an instrument measures the same way each time it is used under the same conditions with the same subjects (Coldwell and Herbst 2004).

Validity is the ability of the measuring instrument to measure what it is intended to measure (Zikmund, 2003).

The questionnaire was developed using various constructs adapted from the various authors as given in Table 1. These were the constructs: Organisation values and leadership styles; work benefits; work value, intrinsic task rewards; job satisfaction; relationship with line manager; work-life balance; diversity management; and career development.

The above constructs were selected because they were able to elicit the data required to address the first objective of the research which was: to determine what factors would make current middle managers stay in Company A's employment.

All constructs taken from the literature were assessed such that their Cronbach's alpha reliability value exceeded the recommended value of .65.

Likert-type scales were used in the questionnaire thus the Cronbach's alpha was used to calculate the strength of the correlation between each item making up a particular scale and the summated score of the scale (Coldwell and Herbst 2004). This helped determine the reliability of the selected measuring instrument.

4.5.2 Limitations

The following were the possible limitations.

- Non-response - this was minimised by piloting the survey and using the feedback to revise the survey.
- Sensitivity of the subject matter – the participants were assured of confidentiality in their participation via the introductory letter.

- Poor questionnaire design – this was avoided by piloting the questionnaire. The feedback from the pilot was used to revise the questionnaire.
- Survey fatigue – the introduction letter was sent to the participant prior to them receiving the survey; this helped prepare the participants for the survey. The introduction paragraph of the survey stated how long it would take to complete the survey, this was aimed at motivating the respondents to complete the survey as they knew how long it would take to complete.
- Response bias – this was mitigated by having access to information relating to the attributes of the population e.g. personnel records.
- On-line survey - all participants were computer literate, they all had company laptops and they all had reliable Internet access. All participants were familiar with on-line surveys as Company A only uses on line-surveys.

4.5.3 Ethical issues or confidentiality

No names of respondents were used thus the responses were treated as confidential.

4.5.4 Generalisability

The retention factors for middle managers are influenced by varied variables which are individual-specific and organisation specific thus the interpretation of the results should be taken with caution as it will be specific to Company A.

4.5.5 Pilot testing

Prior to the survey being sent to the sample it was tested on 10 people who were not part of the sample. However, the pilot participants had similar characteristics to the sample. The feedback from the pilot testing lead to the following changes being made, reducing the font size of the questionnaire in order to fit the questionnaire into fewer pages and changing some wording e.g. replacing the word manager with

employee as the word manager might have created confusing for participants whose job titles did not read manager but team leader for an example.

Chapter 5 RESULTS AND DISCUSSION

5.1 Introduction

As discussed in Chapter 1 of this report, this study's main intention was to understand what factors would make current middle managers stay in Company A's employment. Another two objectives were to be addressed and they were: to compare the current retention interventions with the factors identified by the middle managers in the survey; and to research what is the financial impact of middle manager's resignations on the organisation. This chapter starts with the confirmation of the reliability and validity of the scales used, then descriptive results will be discussed; and finally there will be a discussion of results by objective.

5.2 Reliability and validity of the scales

Scale	Cronbach's alpha	N items
Benefits	.837	11
Work values	.919	24
Intrinsic rewards	.833	23
Relationship with line manager	.821	13
Diversity management	.904	12
Career development	.988	9
Job satisfaction	.942	14
Work- life balance	.917	9

Table 6: Reliability and validity of the scales

Based on the above calculations of the Cronbach's alpha, most scales scored above 0.8, which exceeded the recommended value of .65, thus the scales used are reliable.

5.3 Descriptive results

The data was collected via an electronic survey administered through Survey Monkey and a review of company documentation. Altogether 176 surveys were sent out, four respondents opted out of the survey, 55 respondents did not respond, five respondents partially responded, 117 respondents responded fully and the total response was 122, thus achieving a 69.2% response rate.

5.3.1 Objective 1

This was to determine what factors would make current middle managers stay in Company A's employment.

5.3.1.1 Work benefits

In this construct the respondents were required to rate the importance of each statement on the work benefits they received on a scale of 1 to 5, where 1 meant not important and 5 meant very important. Figure 1 illustrates the importance of the work benefits as ranked by the middle managers.

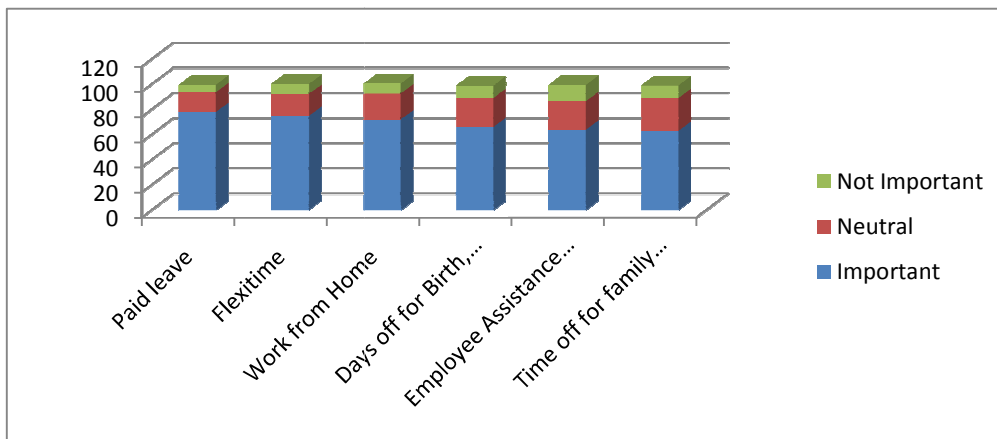


Figure 1: Work benefits

The middle managers rated the following work benefits as important to them:

- paid leave 78%;
- flexitime 75%;
- working from home 72%;
- additional seven or more paid days for birth or adoption or illness of family member 66%;
- employee assistance programmes for counselling 64%; and
- paid time off for family emergencies 63%.

These work benefits can be classified as hygiene factors. As discussed in Chapter 2, hygiene factors do not guarantee a satisfied employee but they do prevent dissatisfaction. This can imply that if only hygiene factors were prevalent for the middle managers they would be content with their jobs. But if a better job opportunity were to come along there would be no sufficient motivators to retain them (Nel *et al.*, 2008).

5.3.1.2 Work values and job satisfaction

In the work value construct the middle managers were required to rate the importance to each of the statements provided. In the job satisfaction construct the respondents were required to rate their level of satisfaction on each statement provided. The figure 2 shows the comparison of what the middle managers perceived as being important and what their level of satisfaction was on each aspect.

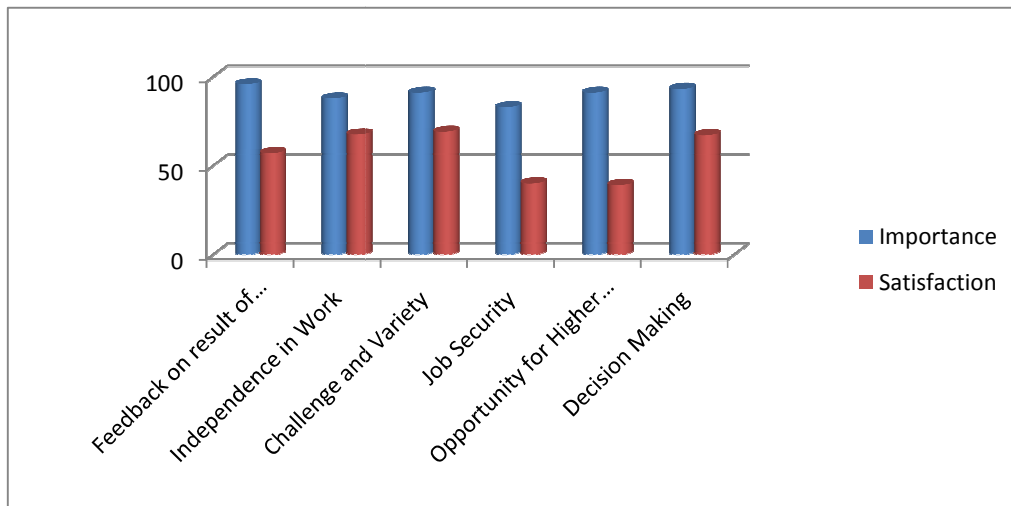


Figure 2: Work values and job satisfaction

The results show that middle managers have low levels of satisfaction on the following aspects: challenge and variety in duties and activities 69%, independence in work 67.5%, decision making 67%, feedback on results of own work 57%, job security 40% and opportunity to earn a high income 39%.

The lack of opportunity to earn a high income factor is a major dissatisfaction followed by job security and feedback on results of own work. This significantly high rate of dissatisfaction could be linked to the high voluntary staff turnover experienced by Company A at middle management level.

5.3.1.3 Intrinsic task reward

In this construct the middle managers were asked to rate aspects they felt were important and should receive from a job. Below is the presentation of the outcomes of this construct.

Autonomy	Not important	Neutral	Important
I have the opportunity to exercise my own judgment on the job.	4.3%	9.5%	86.2%
I have a good deal of freedom in the performance of my daily tasks.	1.7%	13.8%	84.5%
I make my own decisions in the performance of my work role.	5%	24%	71%
I make most work decisions without first consulting my superior.	6%	24.6%	69.4%

Table 7: Intrinsic rewards – autonomy.

Task significance	Not important	Neutral	Important
My work has a significant contribution to the successful operation of the organisation.	.9%	11.4%	87.7%

Table 8: Intrinsic rewards – Task significance

These results can be related to the job characteristics proposition discussed in Chapter 2. The proposition is: when attention is given to the job design characteristics, critical psychological states which increase the likelihood of positive personal and work outcomes can be achieved. These outcomes can lead to intrinsic rewards and high satisfaction, and this results in low staff turnover (Nel *et al.*, 2008).

The results imply that the way in which the jobs of the middle managers are designed brings dissatisfaction to them as they feel they do not have autonomy, and they do not experience task significance (meaningfulness of work). The middle managers do not experience intrinsic rewards from their jobs. This could be one of the factors leading to their resignations. This should be a concern for Company A as it can lead to financial loss in the form of replacement costs and loss of revenue.

5.4.1.4 Relationship with line manager

In this construct the respondents were required to rate the importance of the aspects that they thought made a good line manager. Figure 3 gives a picture of these aspects rated as important.

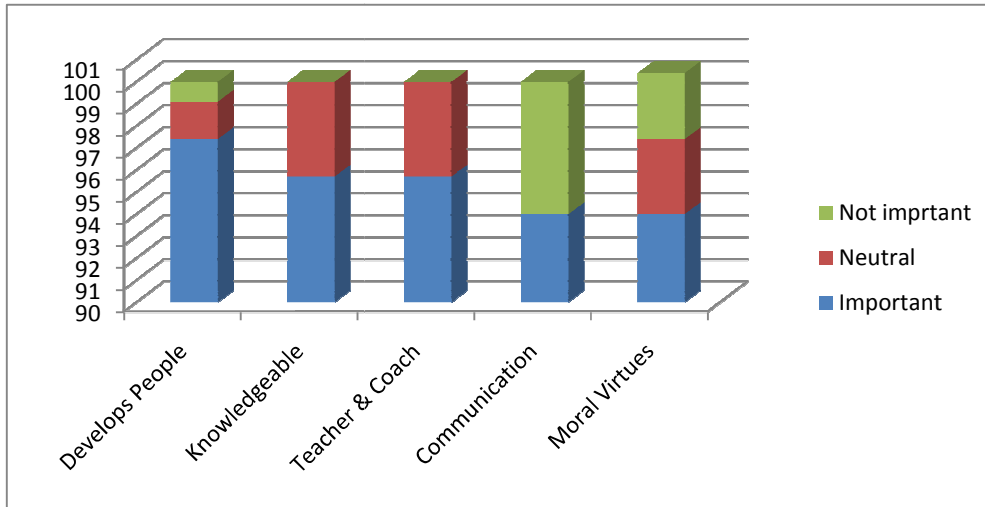


Figure 3: Important aspects of a good line manager

Figure 3 above indicates that the middle managers feel that a good line manager should develop subordinates – 97%, be knowledgeable – 95.7%, teach and coach subordinates – 95.7%, communicate with subordinates – 94% and have moral virtues – 94%.

From these results it appears that the middle managers are not receiving any coaching or development from their line managers, this in turn will affect their career growth. The effect of this is that the middle managers will leave for other employers whom they perceive as providing development and career growth. This will affect Company A adversely as they will loss experienced and skilled middle managers.

The results also indicate that middle managers are experiencing dissatisfaction with communication and moral virtues of their line managers. This can result in frustration among middle managers and the result of this can be a decision to leave.

If the aspects above are not addressed and improved, the middle managers will continue to leave Company A's employment.

5.3.1.5 Work life balance

This construct was aimed at assessing whether the middle managers were able to keep a balance between work and life.

The tables below are the summary of the responses.

	Unsuccessful	Neutral	Successful
How successful do you feel in balancing your work and personal life or family life?	23.9%	31.6%	44.4%

Table 9: Success in balancing work and life

	Never	Neutral	Always
How often do you feel drained when you go home from work because of work pressures and problems?	17.6%	33.3%	49.1%

Table 10: Work pressures

The results above indicate that the middle managers are unable to maintain a balance between work and life. It appears that they take their work stress home with them, which affects their health. This maybe one of the reasons why they will not stay in Company A's employment.

5.3.1.6 Diversity management

The aim of this construct was to assess the middle managers' perception of their employer's inclusivity (value diversity) and whether this had any influence of their reasons to stay in Company A's employment.

According to the results, 42.4% of the middle managers agreed that the employer was inclusive, 29.9% were neutral and 27.7% disagreed. The results can be interpreted as an indication that diversity is not a major factor that would influence the respondents to stay in Company A's employment. However if the perception was that Company A was not inclusive, middle managers would consider other offers of employment from other employers whom they perceived to be inclusive. The implication for this would be loss of experienced and skilled middle managers and possibly damage to the company's reputation.

5.3.1.7 Career development

The main aim of this construct was to assess how satisfied the middle managers were with career development. The graph below gives depicts levels of satisfaction among middle managers.

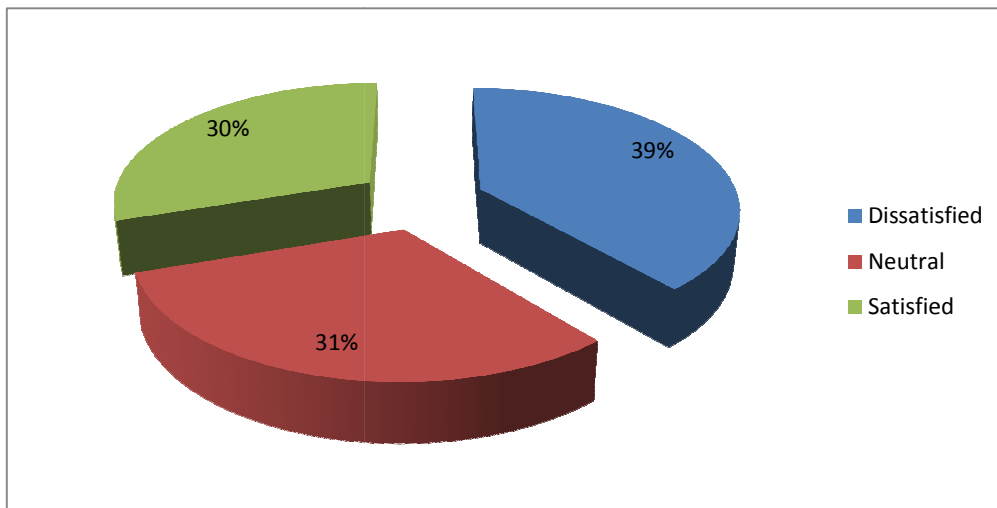


Figure 4: Career development

The results above can be interpreted as showing that career development is one of the factors that would make the middle managers leave Company A's employment for other employers who may promise them career growth.

5.3.1.8 Passive and active job search

The middle managers were asked to rate the likelihood they would consider a job offer from another company.

The passive job search question results appear below.

	Unlikely	Neutral	Likely
How likely I am to seriously consider offers from other companies.	17%	21.7%	62%

Table 11: Passive job search

A significant number of middle managers would consider an unsolicited job offer; thus this can mean that it is highly likely that Company A will lose its middle managers to other employers if it does not address the factors that are causing dissatisfaction.

The active job search question is shown below.

	Unlikely	Neutral	Likely
How likely I am to actively search for another job.	31%	25%	44%

Table 12: Active job search

According to the table 12, 44% of the middle managers are likely to search for another job and 31% are unlikely to search for another job. However, these results should not be viewed in isolation, but should be looked at in conjunction with the passive job search results. The respondents may not necessary be looking for other jobs in large numbers, but a large number of them will consider an unsolicited job offer if it come along. Either way Company A stands to lose the skills and experience in which it has invested.

5.4.2 Objective 2

This was to compare the current retention interventions with the factors identified by middle managers in the survey.

A document analysis was done on the company policies and procedures relating to employee retention. The following documents were analysed: Market Competitive Allowance procedure and Retention Bonus scheme procedure. Below is the analysis of the procedures and the comparison of the survey outcomes.

5.4.2.1 Market Competitive Allowance procedure.

The Market Competitive Allowance is paid to employees who have critical skills (SAP, 2001e). The amount of the allowance to be paid is defined by salary market surveys based on specific skills demand. The market Competitive Allowance is not a permanent allowance. When the market demand for a specific skill no longer exists, the allowance payment is stopped.

Between 2007 and 2009 the Market Competitive Allowance was paid only to middle manager who were engineers (all engineering jobs). In Company A engineers account for 20% of the middle managers. According to SAP (2010b) all engineers

who were paid the market competitive allowance during this period are still in Company A's employment.

From the analysis conducted it can be concluded that the Market Competitive Allowance has worked as a retention initiative for engineers. However when this is compared to the outcomes of the survey, specifically the question on 'opportunity to earn a high income', there is an indication that the level of satisfaction (39%) with income is low for most middle managers. This significantly low level of satisfaction with income could be one of the reasons why middle managers are leaving Company A.

5.4.2.2 Retention Bonus scheme

The retention bonus scheme procedure document states that the bonus is intended to retain all employees who have critical skills and this includes middle managers. The procedure does not define what Company A defines as critical skills. Further the procedure does not define the terms and condition of the scheme such as how long the bonus recipient is obligated to stay in the company's employment in order to receive the bonus or after receiving the bonus. This bonus scheme was implemented in 2008 only (SAP, 2010b). Out of 25 recipients of the retention bonus, none were still in Company A's employment at the end of 2008 (SAP, 2010b).

Table 13 below gives a breakdown of Retention Bonus recipients and the cost of the bonus scheme (SAP, 2010b).

Total number of bonus recipients	Total cost
25	R2 317 007

Table 13: Retention bonuses paid in 2008

Table 14 below gives a breakdown of Retention Bonuses recipients at middle management and the cost of the bonus scheme (SAP, 2010b).

Number of middle manager recipients	Total cost
10	R650 000

Table 14: Retention bonus paid to middle manager in 2008

From the above analysis the Retention Bonus did not serve its purpose as all recipients left within the year they had received the bonus. Company A incurred financial costs. From the survey outcomes the potential to earn a high income is one of the elements with which the middle managers are dissatisfied. Company A's retention initiatives are only focused on the financial aspect of retention, thus failing to address the middle manager's retention needs holistically.

5.4.3 Objective 3

This was to research what the financial impact of middle manager's resignations on the organisation.

A cost centre analysis was conducted to research financial impact of middle managers' resignations on the organisation.

The financial elements that were researched were:

- vacancy cost (temporary staff costs); and
- replacement costs (training costs, placement fees, new employee relocation costs).

5.4.3.1 Vacancy Costs

Temporary staff costs

Table 15 below illustrate the breakdown of temporary staff costs for the period 2007 to 2009. The total expenditure was R1 265 000. These were temporal employees used while the recruitment of permanent middle managers was still underway.

Year	Cost in rands
2007	R300 000
2008	R500 000
2009	R465 000

Table 15: Breakdown of temporary staff cost per annum. Source: SAP, 2011d

5.4.3.2 Replacement costs

Placement fees

Table 16 below is an illustration of the costs per annum for recruitment placement fees. The total expenditure between 2007 and 2009 was R1 800 000

Year	Placement fees per annum
2007	R600 000
2008	R1.000 000
2009	R200 000

Table 16: Placement fees spending per annum. Source: SAP, 2010b

Training costs

Table 17 is an illustration of the breakdown of training cost for middle managers between 2007 and 2009. The total expenditure was R3 000 000 (SAP, 2010b). As discussed in Chapter 1, 35% of middle managers resigned during the period of 2007 and 2009. This therefore implies that R1 950 000 financial investment on training was lost between 2007 and 2009 due to 35% of the middle manager's resignations.

Year	Total spent in rands
2007	R1 500 000
2008	R1 000 000
2009	R500 000

Table 17: Breakdown of training cost for middle managers per annum. Sources: SAP, 2010b

New employee relocation costs

Table 18 below is an illustration of the relocation cost incurred between 2007 and 2009. The relocation costs are made up of moving of personal effects, storage costs up to 6 months, 1 month's accommodation and estate agency fees. The total expenditure for the period was R1 660 000.

Year	Cost in Rands
2007	R460 000
2008	R900 000
2009	R300 000

Table 18: Breakdown of relocation costs per annum. Source: SAP, 2011d

5.5 Conclusion

Based on the results of the survey, the table below illustrates the factors that would make the middle managers stay in Company A's employment if addressed.

Factors	Level of importance
Career development	98.3%
People development by line manager	97.4%
Feedback on results of own work	95.7%
Line manager who teaches and coaches subordinates	95.7%
Line manager who is knowledgeable	95.7%
Line manager who is moral virtues	94%
Communication	94%
Work – life balance	93.5%
Decision making	93.1%
Opportunity to earn high income	91%
Challenge and variety in duties and activities	91%
Independence in work	87.7%
Job security	82.8%
Paid leave	78%
Flexibletime	75%
Work from home	72%

Additional seven days or more paid days for birth or adoption or illness of family member	66%
Employee assistance programs for counselling	64%
Paid time off for family emergencies	63%

Table 19: List of retention factors as per the survey outcomes

Based on the outcome of the survey, issues that would make middle managers stay are a combination of factors. They range from factors that bring intrinsic satisfaction e.g. career development to financial rewards. When comparing the outcome of the survey and the retention initiatives of Company A there is a gap. Company A's retention initiatives are monetary based only, hence the gap. There is a misalignment between what middle managers believe will make them stay and what Company A believes will make the middle managers stay. The misalignment has caused the middle managers to leave.

The above discussion demonstrates that middle managers' resignations have had a significant financial impact on Company A. This indicates that there is a need to address retention as failing to do so will result in more financial cost being incurred.

Chapter 6 CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

Chapter 1 of this research report identified that Company A was experiencing high voluntary staff turnover at middle management level. The main aim of this research was to identify the factors that would make the current middle managers stay in Company A's employment. The results of this research project are set out in Chapter 5, and the answer to the problem statement is set out in this chapter. The problem statement was: Failure to retain middle managers in a market where the demand for managerial skills exceed supply leads to significant financial costs.

6.2 Discussion

The South African skills shortage has caused companies to compete for scarce skills. This has therefore lead to a need for companies to devise effective retention strategies that will enable them to keep the scares skills they already have, thus reducing voluntary staff turnover. Managerial skills are classified as scarce skills in South Africa and hence the need for employers to have effective retention initiatives.

In Company A middle managers are the main vehicle for delivering the company's main strategic objective which is to increase shareholder value thus the instability at middle management creates a potential risk to the achievement of the company's main strategic objective. The sample showed a clear trend that they would consider unsolicited job offers; this indicates the risk of losing them to other employers.

Based on the research results, it is apparent that the current initiatives, which are the Market Competitive Allowance and the Retention Bonus, are not sufficient to retain the current middle managers. This has then lead to a conclusion that the focus on extrinsic factors, such as financial rewards only, is less effective as a retention strategy.

The results of the research indicate that career development should be considered as one of the central factors for middle management retention. This will ensure that the company retains its current critical skills and competencies, thus maintaining and enhancing its competitive advantage. The research also showed that line managers play a vital role in the retention of middle managers. Line managers must adopt managerial behaviours considered important for retention e.g. teaching, coach, developing subordinates and providing feedback on individual performance in order to encourage performance improvement which in turn will lead to the achievement of the company's strategic objectives.

6.3 Recommendations

Given the findings of the research, the recommendations of the research are set out below.

- It is recommended that the current retention initiatives used be critically reviewed by the human resources fraternity so as to establish areas for improvement in an attempt to match the retention needs of the middle managers with the retention strategy. The outcome of the survey can be used as a guide for prioritising which elements to include in the retention strategy.
- An all-encompassing retention strategy should be developed as the current approach focuses on the financial elements of retention. These are some of the elements that could be included in the retention strategy: talent management – this will help address career development; invest in technology that will enable virtual working e.g. teleconference facilities which would be one of the ways to address work-life balance issues.
- Consideration should be given to redesigning middle manager's jobs. The jobs can be designed in such a way that ensures they are more fulfilling, either by increasing job tasks, job rotation, adding levels of responsibility or allowing decision making.
- Career development needs to be prioritised, as lack of it will stunt the growth of both the middle managers and company. A career development programme should be established by making use of short term international assignments

(e.g. six months) to give middle managers an opportunities to gain exposure and learn from other global offices of Company A. This will cost less compared to long-term expatriate assignment which are between two to four years. This can be an interim solution while the company is recovering from the recession.

- Terms and conditions for the Retention Bonus scheme need to be established. This will support the scheme to deliver what it is intended to deliver for example define 'claw back' terms. If the scheme is left the way it is operating currently, more financial costs will be incurred.
- There needs to be effective implementation and use of exit interviews. Human resources should ensure that all exit employees go through the exit interview process. Exit interviews should be analysed to identify trends and what the work place issues are. Once the analysis is done, work place changes should be made in order to minimise voluntary staff turnover.

6.4 Conclusion

The results of this research confirm the problem statement, which was: Failure to retain middle managers in a market where the demand for managerial skills exceeds supply leads to significant financial costs. In a period of three years Company A incurred a significant financial cost as discussed in Chapter 5.

The research has demonstrated that it is vital to implement a retention strategy that is aligned with the needs of the middle managers. Failure to do so will result in an ineffective retention strategy that will encourage voluntary staff turnover, which will lead to financial costs thus negatively impacting on the shareholder value.

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Appendices

Appendix 1 Introduction letter

Dear Participant

I am a final year MBA student at Unisa's School of Business Leadership, as part of my degree requirements I am conducting a research on what factors influence staff retention.

To ascertain what these retention factors are I would like you to complete a survey, which I will email to you shortly. I consider your cooperate in this regard very valuable.

The questionnaire will take you 15 minutes to complete. I would be very grateful if you could complete the questionnaire before the 4thth of March 2011.

I wish to assure you that all information obtained in this research study will be kept in strict confidence. The identity of participants will not be revealed in any way.

I earnestly request that you complete all items in the questionnaire. Your corporation will contribute to my completion of the degree and the growing body of knowledge aimed at managing voluntary staff turnover by developing and implementing relevant retention strategies.

Yours faithfully.

Ms. Khethi Malinga

Appendix 2 Questionnaire

In partial fulfilment of the requirements of an MBA degree at UNISA, all students are required to submit a research project. In this regard, I am looking at some of the dimensions that influence why people choose to stay or leave their employer.

To this end, you **have been sent** a link to a website to complete an online questionnaire that explores your personal experience and perceptions about the workplace. The questionnaire should take no more than 15 minutes to complete. **Participation is voluntary**, and should you wish not to provide feedback, you can still withdraw at any time.

The questionnaire is **anonymous**, and all data gathered will be kept highly **confidential**. Data gathered is averaged across all respondents getting an overall view as to individuals in general and their company experience.

I would be so grateful for your participation!

Section 1 Work role

1. There are things that you hold as important to you **individually** and things that the **company** holds as important.
 - a) Please tick the space in **column A** for those things on the list that you hold as important as a **individual**
 - b) Please tick the space in **column B** for those things on the list that the **company** holds as important

	Column A: Individual Important to me (Tick)	Column B: Company Important to company (Tick)
--	---	---

Cooperation		
Moral integrity		
Courtesy		
Forgiveness		
Broad mindedness		
Trusting		
Fairness		
Humour		
Consideration		
Openness		
Initiative		
Creativity		
Development		
Adaptability		
Aggressiveness		
Cautiousness		
Formality		
Obedience		
Social equality		
Orderliness		
Stability		
Social Status		
Diligence		
Experimentation		
Economy		
Logic		
Autonomy		
Customer orientation		
Reliability		

2. Below is a series of statements on the benefits you receive from a job. I would like you to indicate, on a scale of 1 to 5, where '1' means 'not at all important and '5' means 'very important, the extent to which these are important to you:

	1 Important NOT	2	3	4	5 Important
a) Employer offers flexitime	1	2	3	4	5
b) Employer allows employees to work at home	1	2	3	4	5
c) Paid Leave Time Benefits	1	2	3	4	5
d) Employer offers 7 or more paid days for birth, adoption or illness of family member without having to use sick or vacation time	1	2	3	4	5
e) Employer offers occasional paid time off for family emergencies that is not vacation or sick time	1	2	3	4	5
f) Child Care Services Benefits	1	2	3	4	5
g) Employer helps pay for day care for employee dependents	1	2	3	4	5
h) Employer offers on-site day care	1	2	3	4	5
i) Employer offers parenting workshops or classes	1	2	3	4	5
j) Employer offers work-stress workshops or classes	1	2	3	4	5
k) Employer offers employee assistance programs for counselling about personal problems	1	2	3	4	5

3. In any job there are various things that you get from doing that job which you value. Please rate on a scale of 1 (one) to five (5) where 5 is very important and 1 is not important, the importance of each of the benefits which you feel you should receive from your work

	1 Important	2 NOT	3	4	5 Important
a) A feeling of accomplishment.	1	2	3	4	5
b) Advancement, chances for promotion.	1	2	3	4	5
c) Benefits, days off, sick leave, pension, insurance.	1	2	3	4	5
d) An organization for which you are proud to work.	1	2	3	4	5
e) Contribution to society.	1	2	3	4	5
f) Convenient working hours.	1	2	3	4	5
g) Fellow workers who are pleasant and agreeable	1	2	3	4	5
h) Esteem, that you are valued as a person	1	2	3	4	5
i) Feedback concerning the results of your work.	1	2	3	4	5
j) Independence in work.	1	2	3	4	5
k) Challenge and variety in duties and activities.	1	2	3	4	5
l) Influence in the organization.	1	2	3	4	5
m) Job interest - to do work which is interesting to you.	1	2	3	4	5
n) Job security, permanent job.	1	2	3	4	5
o) Job status.	1	2	3	4	5
p) Meaningful work.	1	2	3	4	5
q) Opportunity for personal growth.	1	2	3	4	5
r) Opportunity to meet people and interact with them.	1	2	3	4	5
s) Opportunity to earn a high income.	1	2	3	4	5
t) Recognition for doing a good job	1	2	3	4	5
u) Responsibility for making decisions.	1	2	3	4	5
v) A fair and considerate boss.	1	2	3	4	5
w) Opportunity to use ability and knowledge	1	2	3	4	5

in your work.					
x) Comfortable and clean work conditions	1	2	3	4	5

4. There are other aspects of the job itself that may or may not be important to you. Please rate on a scale of 1 (one) to five (5) where 5 is very important and 1 is not important, the importance of each of the aspects which you feel you should receive from the job itself.

	1 Important NOT	2	3	4	5 Important
a) I have a good deal of freedom in the performance of my daily task.	1	2	3	4	5
b) I have the opportunity to exercise my own judgment on the job.	1	2	3	4	5
c) I have little control over how I carry out my daily tasks.	1	2	3	4	5
d) I make most work decisions without first consulting my superior.	1	2	3	4	5
e) I am not able to make changes regarding my job activities.	1	2	3	4	5
f) My daily activities are largely determined by others.	1	2	3	4	5
g) I make my own decisions in the performance of my work role.	1	2	3	4	5
h) My work has a significant contribution to the successful operation of the organization.	1	2	3	4	5
i) Sometimes I am not sure I completely understand the purpose of what I'm doing.	1	2	3	4	5
j) My work is really important and	1	2	3	4	5

worthwhile.					
k) I often wonder what the importance of my job really is.	1	2	3	4	5
l) I often feel that my work counts for very little around here.	1	2	3	4	5
m) I understand how my work role fits into the overall operation of this organization.	1	2	3	4	5
n) I understand how my work fits in with the work of others here.	1	2	3	4	5
o) I do not feel a sense of accomplishment in the type of work I do.	1	2	3	4	5
p) My salary is the most rewarding aspect of my job.	1	2	3	4	5
q) My work provides me with a sense of personal fulfilment.	1	2	3	4	5
r) I have little opportunity to use my real abilities and skills in the type of work I do.	1	2	3	4	5
s) My work is a very self-rewarding experience.	1	2	3	4	5
t) My work is often routine and dull, providing little opportunity for creativity.	1	2	3	4	5
u) My work is interesting and challenging.	1	2	3	4	5
v) Pay is the most important part of a job	1	2	3	4	5
w) I would accept lower pay if the work was interesting	1	2	3	4	5

5. We would now like to turn to aspects of your line manager that may or may not be important to you. Please rate on a scale of 1 (one) to five (5) where 5 is very important and 1 is not important, the importance of each of the aspects which you feel makes a good line manager.

	1 Important NOT	2	3	4	5 Important
a) Physically fit	1	2	3	4	5
b) Technically skilled	1	2	3	4	5
c) Knowledgeable	1	2	3	4	5
d) Consistently positive personality	1	2	3	4	5
e) Teacher & coach	1	2	3	4	5
f) Moral, virtuous (demonstrates certain moral virtues)	1	2	3	4	5
g) Focuses on the person	1	2	3	4	5
h) Actively serves the community	1	2	3	4	5
i) Develops people	1	2	3	4	5
j) Manages by walking around	1	2	3	4	5
k) Communicates well	1	2	3	4	5
l) Plans & organizes Controls	1	2	3	4	5
m) Works hard	1	2	3	4	5

6. Jobs, home and social lives interact. Please consider the statements below and rate them on a scale of 1 (one) to five (5) where 5 is strongly agree and 1 is strongly disagree with the statement.

	1 Strongly disagree	2	3	4	5 Strongly Agree
a) How easy or difficult is it for you to balance the demands of your work and your personal and family life	1	2	3	4	5
b) I have sufficient time away from my job to maintain adequate work and personal/family life balance	1	2	3	4	5
c) When I take a vacation, I am able to separate myself from work and enjoy	1	2	3	4	5

myself					
d) I have sufficient flexibility in my job to maintain adequate work and personal and family life balance	1	2	3	4	5

7. Different jobs require different degrees of flexibility. Now on a scale of 1 (one) to 5 (five), where 5 is complete flexibility and 1 is no flexibility, please indicate how flexible your work is.

	Flexible at all	2	3	4	Completely flexible 5
a) How easy or difficult is it for you to balance the demands of your work and your personal and family life	1	2	3	4	5
b) I have sufficient time away from my job to maintain adequate work and personal/family life balance	1	2	3	4	5
c) When I take a vacation, I am able to separate myself from work and enjoy myself	1	2	3	4	5

8. All in all, how successful do you feel in balancing your work and personal/family life, please indicate on a scale of 1 (one) to 5 (five), where 5 is extremely successful and 1 is extremely unsuccessful

	Extremely unsuccessful 1	2	3	4	Extremely successful 5
How successful do you feel in balancing your	1	2	3	4	5

work and personal/family life					
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9. How often do you feel drained when you go home from work because of work pressures and problems? Please indicate on a scale of 1 (one) to 5 (five), where 5 is almost always and 1 is never.

	1 Never	2	3	4	5 Almost Always
How successful do you feel in balancing your work and personal/family life	1	2	3	4	5

10. Reflecting on your overall job, please indicate the extent to which you agree with the statements that follow. Please rate on a scale of 1 (one) to five (5) where 5 is strongly agree and 1 is strongly disagree with the statement.

	1 Strongly disagree	2	3	4	5 Strongly Agree
a) I am satisfied with the information I receive from my superior about my performance.	1	2	3	4	5
b) I receive enough information from my supervisor about my job performance.	1	2	3	4	5
c) I receive enough feedback from my supervisor on how well I am doing.	1	2	3	4	5
d) There is enough opportunity in my job to find out how I am doing.	1	2	3	4	5
e) I am satisfied with the variety of activities	1	2	3	4	5

my job offers.					
f) I am satisfied with the freedom I have to do what I want on my job.	1	2	3	4	5
g) I am satisfied with the opportunities my job provides me to interact with others.	1	2	3	4	5
h) There is enough variety in my job.	1	2	3	4	5
i) I have enough freedom to do what I want in my job.	1	2	3	4	5
j) My job has enough opportunity for independent thought and action	1	2	3	4	5
k) I am satisfied with opportunities my job gives me to complete tasks from beginning to end.	1	2	3	4	5
l) My job has enough opportunity to complete the work I start	1	2	3	4	5
m) I am satisfied with the pay I receive for my job	1	2	3	4	5
n) I am satisfied with the security my job provides me	1	2	3	4	5

Please tick the box which applies most to your company

11. Is there a formal Diversity Management programme in place at your organisation

Yes implemented long-ago Yes recently implemented We are considering one No

12. We would now like to turn to diversity management within your company. Please rate on a scale of 1 (one) to five (5) where 5 is strongly agree and 1 is strongly disagree, the extent to which the organisation engages in diversity management.

	1 Strongly disagree	2	3	4	5 Strongly agree
a) My organisation spends enough money and time on diversity awareness and related training	1	2	3	4	5
b) Managing diversity is part of the strategic focus of the business.	1	2	3	4	5
c) My organisation values diversity	1	2	3	4	5
d) My organisation puts a lot of effort into diversity management	1	2	3	4	5
e) My organisation has sponsored classes, workshops, and or seminars on diversity	1	2	3	4	5
f) My line manager supports and is committed to the diversity management initiatives of the company	1	2	3	4	5
g) The Leadership of the company support and are committed to the diversity management initiatives of the company	1	2	3	4	5
h) Where I work promotions and rewards are not influenced by racial or ethnic group membership	1	2	3	4	5
i) Where I work all people are treated the same, regardless of their racial/ethnic group	1	2	3	4	5
j) There is career planning and a career path for me in my organisation.	1	2	3	4	5
k) There are policies and initiatives for me as an employee regarding training and development linked to my career plan.	1	2	3	4	5
l) There are policies and initiatives for me as an employee regarding mentoring	1	2	3	4	5

linked to my career plan.					
m) There are clear goals and support for B-BBEE and Employment Equity targets in my organisation.	1	2	3	4	5

13. We would now like to turn to career development within your company. Please rate on a scale of 1 (one) to five (5) where 5 is strongly agree and 1 is strongly disagree, the extent to which the organisation engages in career development.

	1 Strongly disagree	2	3	4	5 Strongly agree
a) There is company commitment for informal skills training (short-term development) for me	1	2	3	4	5
b) There is company commitment for formal training (long-term development) for me	1	2	3	4	5
c) Overall, how satisfied are you with your career development within your organisation?	1	2	3	4	5
d) I have the opportunity for career development within my organisation	1	2	3	4	5
e) There are promotional opportunities available for me within the organisation	1	2	3	4	5
f) There is sufficient training and development provided for me within the organisation	1	2	3	4	5
g) Overall, how satisfied are you with the training you received for your present job?	1	2	3	4	5
h) Formal mentoring support is available to	1	2	3	4	5

me within the organisation					
i) In the absence of a formal mentoring programme there are alternatives for me such as peer, virtual or team mentors	1	2	3	4	5

Section: Other jobs

14. When another company comes to you and claims that they have a better job for you, how likely are you to seriously consider their offer? Please indicate on a scale of 1 to 5, where '1' means 'very unlikely' and '5' means 'highly likely':

	Very unlikely	Unlikely	Undecided	Likely	Highly likely
	1	2	3	4	5
How likely to seriously consider other offers					

15. How likely are you to actively search for another job? Please indicate on a scale of 1 to 5, where '1' means 'very unlikely' and '5' means 'highly likely':

	Very unlikely	Unlikely	Undecided	Likely	Highly likely
	1	2	3	4	5
How likely to actively search for another job					

Section 3 Personal data

1. Age	18-24	
	25-30	
	31-35	
	36-40	

	41-46	
	47-55	
	56-65	
	66-75	

2. Number of years in current role	
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3. Total number of years in a company	
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4. Highest qualification	Completed Matric	
	Completed a Diploma or Certificate	
	Completed an Undergraduate degree	
	Completed an Honours Degree	
	Completed a Masters Degree	
	Completed a Doctorate Degree	

5. Please indicate your gender	Male	
	Female	

Thank you very much for your input.