

**High Staff Turnover: A Study for the Gauteng Department of Finance**

A Research Report

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Requirements for the

MASTERS DEGREE IN BUSINESS ADMINISTRATION,

By

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## **DECLARATION**

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I hereby declare that this work submitted for Masters in Business Administration (MBA) at the University of South Africa (UNISA) Graduate School of Business Leadership is my own work and has not been submitted to any other institution. All the necessary material utilised or quoted have been acknowledged under the reference section.

Ntombikayise Nzimande

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## **ACKNOWLEDGEMENTS**

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This study would not have been possible without the resources offered by the Gauteng Department of Finance, colleagues including the former employees, family and friends. They not only assisted me, but their generosity in time helped me throughout the research process. I am very grateful to Rosemary Sibanda, the supervisor who ensured that this research process becomes veracity.

## SUMMARY

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The exploration of the study was derived from the researcher's experience and involvement in the Gauteng Department of Finance (GDF) which experienced gargantuan fatalities of recruited employees since 2009. The moratorium on recruitment process disadvantaged the department's conditions as some employees were marooned for months. The researcher wondered how profound the staff turnover might have had the influence on the quality of services being delivered to the service customers. In most cases conducting recruitment process is expensive. It requires adequate time to ensure that resources are satisfactorily positioned, while retaining the existing workforce is tricky noting the cultural challenges and trepidation.

As from 2009, there was noteworthy raise in the number of people leaving the department to other sphere of government including the private sector. For these reasons the researcher desired to demenor a study called, "High Staff Turnover: A Study for the Gauteng Department of Finance". In line with the call by the President Jacob Zuma that "visible actions are needed to eradicate the imbalances of the past", the invariable losses of employees at GDF added to the challenges that government seek to curtail that is "creating decent work, building a growing and inclusive economy." The researcher wanted answers to the following question:

**“How was your work experience at GDF and did it influence your decision to resign and/or leave?”**

The study utilized the quantitative methods, which were descriptive in nature. Permission was obtained from the HOD before the study began. Participants were contacted using various communication channels. Consent forms were signed voluntarily and returned to the researcher before the survey began. Data was obtained through self-administered questionnaires, analysed using statistical methods and graphs. Issues of confidentiality were disclosed to parties beforehand.

Based on the data analysis, the participants articulated the following experiences:

- Poor working conditions;

- Failure to create sense of urgency;
- Disrespect;
- Poor performance evaluation;
- Job dissatisfaction;
- Poor structure and systems;
- Lack of direction;
- Poor communication and vision;
- Poor job alignment;
- Lack of development and advancement; and
- Poor supervisor expectations.

Although, there is no standard framework for understanding the overall employee turnover experiences as they diverge from industry to industry, discussion, conclusion and recommendations were made for the department to consider.

**Key Words:** Strategic Change Management, Communication, Leadership, Employee Turnover, Resistance, Job Satisfaction, Psychological Contracts and Motivations.

## **ABBREVIATIONS**

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ANC – African National Congress  
APP – Annual Performance Plan  
ASD – Assistant Director  
CC – Contact Centre  
CSS – Corporate Support Services  
CoI – Centre of Innovation  
CRM – Customer Relationship Management  
D – Director  
DD – Deputy Director  
DDG – Deputy Director-General  
DG – Director General  
EPREBS - Estimates of Provincial Revenue and Expenditure on Budget Statement  
GDF – Gauteng Department of Finance  
GPV – Gauteng Provincial Government  
GT – Gauteng Treasury  
GSSC – Gauteng Shared Service Centre  
GPFO – Gauteng Project Fund Office  
HoD – Head of Department  
ICT – Information Communication Technology  
MMS – Middle Management Service  
NTR – National Treasury Regulation  
NMS – None Management Services  
OP – Operational Plan  
PEO - Psychology Education Organization  
PFMA – Public Finance Management Act  
SMS – Senior Management Service  
SMME – Small Micro Medium Enterprise  
SDIP – Service Delivery Improvement Plan  
SP – Strategic Plan  
TSS – Technology Support Services

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## CHAPTER 1: INTRODUCTION AND BACKGROUND

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### 1.1 Introduction

Staff turnover is the in and out movement of employees of an organisation, namely, the beginning or end of an employment contract (Toni, 1). The author further stated that staff turnover can also take place within the organisation when employees are moved between departments, units or sections, promoted, demoted or transferred. Mathis and Jackson (2003) classified turnover as voluntary versus involuntary turnover. According to the authors, voluntary turnover can be caused by many factors, including career opportunities, remuneration, supervision, geography and personal reasons. Voluntary turnover also appears to increase in size with the size of the organisation. Involuntary turnover is triggered by employees not complying with organisational policies and work rules, thus not meeting the expected performance standards.

Booyens, (1999:370) highlighted that it is not necessary to have 0% turnover rate, as a certain amount of staff turnover is expected and unavoidable. Before the merger in 2009, the former departments reported the incidents of turnover rate in their annual reports including the new GDF. The fourth democratic government of South Africa under the leadership of President Jacob Zuma focused on restructuring, intensive policy development, comprehensive legislative reform, including the modernization of the legislation governing the public service (South Africa. Government Online, 2010.). These renewal initiatives and rising political pressure led into the merger between GSSC, GT and GPFO into GDF in 2009. Structural changes became a prerequisite for the department, though workers were unaccustomed to.

Employees were placed in different programmes resulting in scuffling where certain units were dissolved. As a result sub-cultural challenges prevailed leading to extreme vagueness. These abnormalities trooped employees to seek local, provincial and national employment opportunities. According to (Straub, 2007) turnover contributes to merger failures and in target companies is double the turnover experienced in non-merged firms for the next ten years following the merger. Therefore the creation of GDF was the centre of government policy programme and Gauteng wide strategic framework. The overall process resulted in

insecurity, discontent and fierce resistance. The mission of GDF is “to be strategic, proactive and value adding partner that will promote and enhance effective service delivery by professionalizing the public service by investing in human capital.” One of its priorities is “to create decent work, building growing and inclusive economy.” The department has been exemplified by poor democratic practices internally which did not endorse operational efficiency, restrain development and dedication of staff.

Employees in all facet of life play a central role in ensuring that the organization delivers on its mandates, if employees leave, meeting the organizational needs may have negative effect on the quality of service provided to service beneficiaries (Nzimande, 2011). During the first year of the transition, there were fatalities of employees from various levels departing the department and by the end of 2011 there were profound losses of workers. How did the department add value? The creation of decent working conditions was non existence, deficiencies in staff had depressing effect on the provision of services, hindrance in concluding the new recruitment structures, caused immense feeling of being overworked. When employees leave an organization, turnover represent loss of skilled employees, reduction in knowledge, decreased staff morale and increased workloads (Howard, 2008). The organizational structural changes was multifaceted erratically escorted by the fretfulness.

## **1.2 Problem in Context**

The mounting political pressure to unblock service delivery failures and inject operational energy within diminutive milieu strained the department often impacting negatively on the systems of production within the department. The change initiatives were imposed on staff members, unaccustomed to somehow tempted workers to leave, resulting in resistance, unhealthy working conditions, uncertainty and unsatisfactory performance. Nobody understood the direction to be taken, employees were mislaid, hidden agendas and clashes were part of confusion. The lack of motivation and dissatisfaction with the job-scope created tension among employees. The reconfiguration process linked to the moratorium on recruitment affected the department`s output due to failure to replace employees and resulted in high vacancy rate (Nkomfe, 2011).

The resignation of employees voluntarily created gap, which caused understaffing, overburdening remaining staff, deterioration in quality of service resulting in downbeat syndrome (Nzimande, 2011). Meagre leadership landed in strategies that were not properly communicated and lack of environmental dialog led to imperceptible podium. Most managers experienced high trepidation levels and they were unable to provide clear guidelines resulting in stressed workforce. Unpleasant workplace caused major apprehension, work-week unbearable, inevitable thought of Mondays creeping closer, followed workers home over the weekend and ruin their relaxation time with their families. Some employees were admitted to hospitals, felt more risks at work, had blackout and unexpectedly died during 2010 to 2012, while others took vacation leave to unwind indefinitely.

Some employees decided to search for employment opportunities elsewhere instead of being bottled inside GDF`s walls that did not offer advantageous and convivial environment. GDF`s changing environment has been extinct and lacked integration of resources namely financial, human and physical (South Africa, Gauteng Department of Finance, 2009.). This led into the culture of woolgathering creating exodus leading to paradigm shift. With the unremitting insurrection taking place impacting on emotional and cultural issues, workers operated beneath intense pressure, frequently affecting their levels of productivity. This culminated into abhorrence and mind-set of stubbornness in doing work as they felt undermined due to the repulsive structural changes taking place perpetually.

### **1.3 Problem Review**

The department faced an unexpected transformation challenge of restructuring three departments into one entity with multiple programmes in a short space. The South African President, rightly challenged the nation to re-examine their plans, set a more deliberate and more focused course of action in delivering efficient services to the citizens (South Africa. National Treasury, 2010.). Towards the end of 2009, GT employees moved to GSSC premises while GFPO remained in their previous setting in Sandton. GT, GSSC and GFPO employees were not properly introduced to each other or conversant with each other`s way of operation. Employees were shocked in a sense that GSSC employees asked each other

questions such as “What is GT employees doing in our premises”. On the other hand, GT employees were stationary in realizing that the new premises will be their permanent vicinity.

Due to a larger but unknown environment, employees devised their own working groups and perceived GDF as a grotesque that broke their well established settings to the one that terrorized their self-valued interests. Lack of communication and poor consultative structures manifested into increased manager-subordinate conflicts, psychological stress, anxiety and depression (Poor change efforts and leadership). Workers felt terror and inability of top management to guide employees in the needed direction deterred managers from communicating with their subordinates. Some managers who relied on the laissez-faire style avoided taking decisions and the responsibilities associated with their position. Often when there was communication, it lacked information, substance that explained and supported the stakeholders' interests. This led to employee's exodus, loss of confidence, which resulted in shrink in the value of merger.

Most employees did not comprehend their programme structures as they kept on changing frequently. This resulted in tension associated with being overworked yet managers were expected to report rottenly. Several employees were found in the shopping centres during office hours, while others watching movies or listening to music. Employees came late at work, telephones calls were left unattended and those who were privileged with offices ignored the telephones, but when you pass by, they were having conversations with their colleagues indolently or sleeping sloppily. Meetings proliferated, often without purpose with too little happening. For example during meetings employees seemed to be listening and implementing resolutions, months later nothing has changed, employees were repulsive and detested their jobs.

The empire gradually grew stronger and the internal politics got seriously in the way of operational performance. Workers felt that their self-esteem was wounded, feared that their skills and abilities were devalued. Programme achievements reported were based on manager's feelings and this resulted in less satisfying work and more boring or monotonous jobs. Fads and/or quick fixes were adopted to confront major issues, for example performance measures were invariably finely crafted pieces of rhetoric that were as incisive

as they are entertaining. How can a manager be expected to perform his/her work without proper performance contract in advance? Why should a manager spends nearly 90% of his/her time doing impromptu work and be evaluated on it during the last quarter of the year? What was the basis of performance evaluation? Why performance evaluation never happened during the first three quarters of the year? This was an indication lack of direction throughout the department. Employees were not held responsible for failing to execute key performance indicators and/or targets outlined in the APP (Poor structures and systems of operation).

As employees experienced role ambiguity about what was expected of them, they were fragmented and short-cycle tasks provided little stimulation. This resulted in low level of skills usage and lack of creativity. Combining three different departments into one entity is not an easy task since these department`s poses different cultural norms and standards of operations. It is palpable that culture clashes resulted in the sense of timidity. Without clear lines of authority and clear understanding of where everybody fit in the new organization, left workers caught in the web of conflicting objectives and old loyalties (Cultural Differences). The new environmental settings robbed the new entity the energy it needed to overcome the transformational culture challenges and/or losses.

#### **1.4 Problem Statement & Research Question**

In the researcher's experience within the department, the researcher observed unremitting losses of recruited employees. Staff turnover resulted in a series of pessimistic effects. To cite just a few: loss of motivation and lack of desire to work. The fissure generated between exit of one employee and not recruiting or replacing workers caused deterioration in quality of service rendered and overload in remaining employees. For these reasons the researcher desired to demeanor a study called, "High Staff Turnover: A Study of the Gauteng Department of Finance". The incessant leaving of employees directed the researcher to seek answers to the following question:

**“How was your work experience at GDF and did it influence your decision to resign and/or leave?”**



## **1.5 Research Objectives**

The objectives of the study were:

- i) to determine factors leading to high staff turnover; and
- ii) to recommend solutions to retain workforce.

## **1.6 Delineation of the Study**

The scope of the study was limited to the participants who left the department. Due to the restricted research timeframes and resource, the researcher did not focus on the involuntary turnover causes including those employees who were employed on a contractual basis. Though there could have been many motives behind staff turnover at various levels that could have provided a more balanced finding, but the researcher focused on voluntary turnover.

## **1.7 Limitations of the Study**

The following limitations were identified by the researcher:

- The results and findings were limited to a single organisation – the Gauteng Department of Finance;
- Former employees may not be willing to share their experiences and therefore not willing to participate;
- Former employees may have changed their telephone numbers and numbers on the CSS records no longer applicable, thus limiting necessary data outcomes;
- The study was limited to English and this was not the preferred means of communication for Zulu, Xhosa, Afrikaans and Tswana participants; and
- Due to budgetary, access and time constraints, the study focused on the questionnaires as means of gathering data, hence limiting usage of other research methods that could have added value to the study.

## **1.8 Importance of the Study**

The main purpose of this research was to gather information that will aid GDF management to comprehend features of high staff turnover experienced by the department. The end

results may permit the department to be in an improved position to develop staff retention strategies aimed at plummeting turnover matters.

### **1.9 Assumptions**

- GDF will collapse and the three entities reconfigured dismantle to their previous settings;
- Lack of focus in the department will continue to be great challenge; and
- Both tangible and intangible resources will continue to deteriorate and remain unchanged in the next few months.

### **1.10 Outline of Report**

This research report is individually chaptered as follows:

**CHAPTER 1:** Introduction and background to the study.

**CHAPTER 2:** Problem analysis / theoretical consideration.

**CHAPTER 3:** Literature review.

**CHAPTER 4:** Research design methods.

**CHAPTER 5:** Presentation and analysis of research findings.

**CHAPTER 6:** Discussion, conclusion and recommendations.

### **1.11 Summary**

This chapter addressed the foundation for the study including the research objectives and limitations of the study. The problem statement encouraged the researcher to carry out the turnover investigation at the Gauteng Department of Finance. The content outline for the study was highlighted to set the scene for the chapters remaining.

### **2.1 Introduction**

The department faced unplanned change which came as a revelation and resulted in extreme rejoinders. Significant losses of employees transpired into loss of confidence remaining workforce. Change was centred on re-structuring processes and making major structural changes to the organization. Open University (2006) indicated that change ignores many processes that are central to the strategy implementation such a socio-cultural realities associated with existing ways of doing things in the organization. Furthermore it does not address an in-depth problem such as internal political resistance underpinning the change process.

Lack of focus in the department as three entities that have been reconfigured into one entity has posed threat of service delivery failures in the province (South Africa. Gauteng Department of Finance, 2011.). The internal environment was surrounded by clashes of personalities from various programmes and employees were outmoded. There was an increased conflict between organizational objectives resulting in the disruption of business transactions. This chapter unfurls the fundamental intricacy of factors emanating from the internal and external environment underpinning staff turnover levels at GDF.

### **2.2. THEME 1: Poor Change Efforts and Leadership**

#### **2.2.1 Model: Force Field Analysis**

Open University (2006: 78) cited that when change actions go beyond the scope of existing paradigm, resistance is usually stronger. It further stated that organizations tend to lose the strategic focus or become so complacent that the strategy is not implemented and opportunities are missed. It is prominent to secure short-term victories in an organization, but highlighting quick wins too soon often results in the questioning behaviors by employees who sees quandary yet management proclaims victory. Force field analysis is a diagnostic technique developed by Kurt Lewin, highlighting the forces for and against change efforts (Nyasha, 2011) as shown in figure 1 below:

## DRIVING FORCES

Increased political pressure on era of renewal campaign to deliver services better;  
Moratorium on recruitment processes;  
High tech equipment and ICT required to be in line with global trend of cybernetics

Prescriptive government regulations and policies namely: ANC 2009 manifesto policy framework, Gauteng Programme of Action and Reconstruction and Development Programme;

Unanticipated economic conditions 2008/2009 caused budget constrains;  
Pressure to cut costs on the existing services

## RESTRAINING FORCES

Fear of failure;  
Loss of power & rewards;  
Lack of resources & firm's capabilities;

Perceived lack of skills for new environment;  
Resources allocation imbalances;

Poor productivity and participation  
Congested environmental settings

**Present State or Desired State**

**Figure 1: The Force Field Diagram (Lewin, 1958)**

Open University (2006: 77) suggested that different pace and patterns of change give rise to different kinds of internal, external difficulties and constrains that act as 'resistance' to change. Change heightens the 'individuals' insecurities about losing their jobs, expertise or career position as a result of strategic direction. The organization is further subjected to

different kinds of blockages which may be direct or indirect in nature (Nyasha, 2011). Failing to establish a sense of urgency about the need for change, often results in people delaying the process as long as it takes (Kreitner, *et al.*, 2002: 547). Within GDF, the change process happened so swiftly in that employees at various levels became besieged, they did not seem to catch up with the pace, thereby felt immobilized, demoralized and worn out by undergoing change too rapidly.

Most elections are associated with the political game, where one governing party decides collectively on the manifesto to be implemented across the nations for the electorate term. Once the office term perishes the next decree party may dismantles the previous setting and formulate new path strategies and this worries employees (Nzimande, 2011). In many change conditions power and politics are interchangeable and this tend to impinge on employees pessimistically despite the levels of authority. Habitually if the administrators do not adhere to the political vocation, politicians might take this as rebelliousness and compromising the support of the electorate mandate. So the management team of the former merged departments did not squander any minute and/or flaunt any levels of incongruity with the political initiatives.

They took the change decisions as was without quizzical or at least comprehend the intricacies associated with actions. As a result the belief and fairness was misplaced impacting shoddily on the drive levels of employees. Integrating three irreconcilable organizational structures/systems into one entity often leads to dissimilarities in management style. Adjusting to the new environmental settings requires multiple exertions to be curtailed in the change disenchantments. An important technique leaders should use to align disturbances was to create a compelling vision of the future state and continually communicate it (Gilbert, no date). The author further stated that the vision should take into consideration the change needed at every organizational level, so that the day-to-day work practices of the staff is described along with high-level change goals.

For every structural initiative leaders are mostly needed to drive the implementation, within the department people did not understand neither did they support the reasons for creating change. This sighted that at top management, nobody took actions in understanding the intellectual, emotional and psychological reactions of employees, thereby employees were

ice-covered and could not begin to think in ways that would support the proposed project. According to a study conducted by Price Waterhouse Coopers, research shows that nearly 75% of all organizational change programmes fails because they do not create the necessary groundswell of support among employees (Gilbert, no date). Without proper governing leadership management, the organization was bound to trepidation forces causing loss of power and valuable resources (Nzimande, 2011).

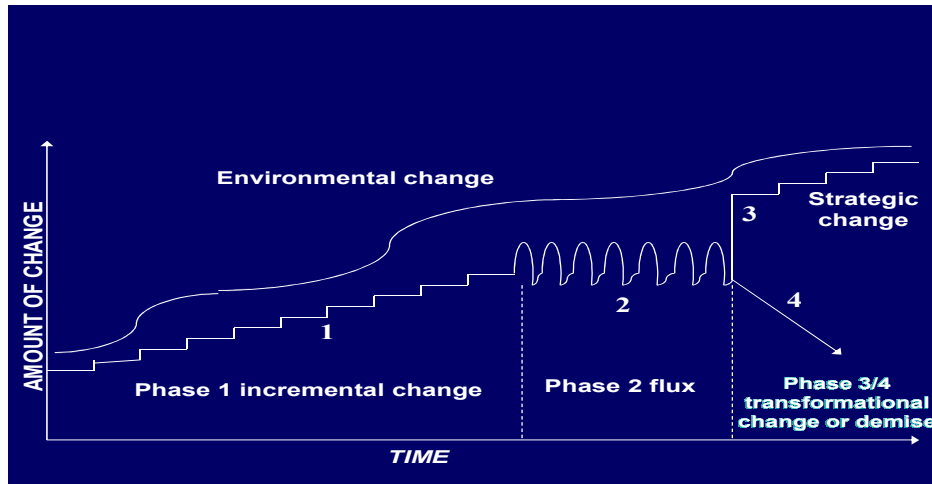
Employees were directionless resulting in the feelings of disrespect, anger causing internal conflicts and guilt. Some employees when given instructions to perform certain tasks, were irresponsible, always covered their rear-ends because no one seemed to articulate well the direction and goals for the department. Management became so engrossed into the change process, all they did was to churn out the changes and not consider how these would be integrated into the current environment. Internal forces that were suppose to maintain order and stability, hindered change and caused structural inertia. Resources were not considered broadly, they became scrawny and employees felt inferior. This appreciably led to meager systems and communication strategies became a colossal challenge.

Without proper environmental scanning to assess the readiness for change, often induces to power struggle. Employees ended up being egoistically driven and considered their titles to be authoritative than others, thereby culminating into abhorrence and mind-set of stubbornness. Leadership skirmished and caused emotional and spiritual scarring. Nervous tension at top management filtered through to middle and lower employees. Most people became panicky in losing their jobs and created staff exodus leading to high levels of absenteeism.

### **2.2.2 Model: Strategic Drift**

The reconfiguration process was aimed at delivering a strategic, developmental and activist Gauteng Department of Finance, which is able to play a pivotal role in ensuring that provincial government priorities are implemented (South Africa. Gauteng Department of Finance, 2011.). The national elections that took place created sudden and radical change that was never anticipated by anyone including the political executive heads within the department. The strategic changes were subjected to various forms of risks which caused

deviations from the normal cause of actions due to unforeseen and economic volatility conditions:



**Figure 2: The Risk of Strategic Drift (Open University, 2006)**

The department has not be able to properly plan, budget and forecast in a incorporated manner, which caused inconsistencies and misalignment between APP, SP and OP (South Africa. Gauteng Department of Finance, 2011.). The published EPREBS 2011 and the APP for 2011/12 for the department indicated utterly incoherent departmental programmes descriptions and structures responsible for the performance delivery. The department`s five year SP for 2009-2014 and the revised version January 2011 did not comply with some of the requirements stipulated in the NTR (Nzimande, 2011). These are critical documents aimed at making a significant contribution to government`s strategic goals (South Africa. Gauteng Provincial Government, 2009: 3).

But due to the inconsistency identified, employees were unable to comprehend exactly which was a working document. These discrepancies designated incongruity in projects and resource allocations. The organizational arteries were clogged with too much work that did not have vertebrae. The strategy that was implemented did not achieve the major or expected service delivery improvements. There were challenges where top management developed the strategy but operational managers lack the will and drive to execute it. There was a need to develop managers that will be executors and implementers of strategy (South Africa. Gauteng Department of Finance, 2011: 14). This indicated that management

articulated the value proposition and assumed that employees will implement them without consultation.

The poor involvement and alignment jaded employees as they could not distinguish what needs to be executed and how. These documents did not drive the day-to-day business activities and lack of appropriate directorship resulted in exasperation and resolute to leave. Errors in implementing the most appropriate strategy may lead to gradual divergence between the rates of organizational change and environmental change (Open University, 2006: 78). Once the company is locked into a strategy, there are factors that come into play and prevent it from keeping up with changes in the environment, thereby become prisoners of their own paradigm (Open University, 2006: 74).

For example keeping up with the pace of technology is one of the fundamentals for achieving sustainability, during 2010 the department experienced mammoth email virus scam, nearly half of the employee's laptop/desktops machines especially managers were immensely impacted and were trodden. Quite often print outs were poor and there was loss of clarity. This limited the user's ability and discouraged work resulting in loss of information. Most managers spent virtually three months without their working equipment, yet reported for duty, but did nothing. How can a manager spend three months without equipment, yet expected to delivery or delegate some work? The financial constraints have led to the reprioritization of projects which resulted in a many programmes especially the TSS to be placed on hold (Nkomfe, 2011).

The department has aged ICT infrastructure and they were unable to define the needs or problems associated with ICT (Nkomfe, 2012). The office technology was obsolete, created communication breakdown and compromised service delivery. After managers received their machines from the TSS, managers could not locate their documents, eventually they got lost and resulted in the ability to do bare minimum. Strategic drift was finally noticed when there was dramatic deterioration in performance. Quarterly reports targets kept on changing every now and then and nobody noticed such divergence. This is a period of influx (see phase 2 above, figure 2), managers revised their strategic thinking about what the organization should be doing in January 2011. This inevitably led to bewilderment as



different opinions surfaced and conflicting ideas presented, hence the initial environment remained unchanged.

In a meeting that was held January 2012 at Turfontein Race Course, where staff members were invited by the HOD and other senior managers, employees raised questions such as: “there was gossip going around that GDF was separating.” Management at large did not give appropriate answers nor highlight direction. Most employees were fervently waiting for the answers, but up to their surprise received nothing. Employees decided to leave the meeting while in motion, others watched the horse training and the rest decided to have breakfast. Open University (2006: 80) suggested that at the end of this stage, either the organizational performance continues to deteriorate under the weight of conflicting prescriptions for new strategy or managers must attempt ambitious and radical change embracing revolutionary change programme (phase 3 and 4 of figure.2).

Furthermore if neither the condition is met, the organization collapse, indicating sale, take over or new a government is elected. Nearly two years is left before the new government takes it poll, yet staff turnover increases monthly. No business operates in a vacuum and it is inextricably linked to the government regulations. If the current status is dreadfully weakening, the researcher wonders whether the new government will dismantle the current settings, form new ones or will it leave it as is? If either one of the options are selected, how cavernous will the new priorities strike the department?

## **2.3 THEME 2: Poor Structures & Systems of Operation**

### **2.3.1 Model: Resource-Based Analysis**

The resource-based view deals with the competitive environment facing the organization but takes an ‘inside-out’ approach, (i.e. its starting point is the organization’s *internal environment*). As such, it is often seen as an alternative perspective to Porter’s (1980) five forces framework which takes the “outside-in” approach as stated by (Grant, 2010). The department has open plan office layout across eight floors excluding the ninth floor where most executive assemble. Though the open plan offers added open interaction amongst employees, eliminate segregation caused by individual offices that leads to a sense of solitude and egoism. This arrangement was never communicated nor consulted instead it

formed unrestrained racket levels and disturbances among employees. Most people preferred to spend more time outside than inside.

| <b>Tangible Resources</b>              | <b>Intangible Resources</b>        | <b>Human Resources</b>                     |
|--|------------------------------------|--|
| Financial (Cash & Borrowing Capacity)  | Technology                         | Skills/Know-How                            |
| Physical (Plant, Equipment & Building) | Reputation (Brand & Relationships) | Capacity For Communication & Collaboration |
|  | Culture                            | Motivation                                 |

**Table 1: Classifying Resources (Open University, 2007)**

Elevators on the other side caused great hindrance in service delivery. Most employees usually arrived between 06:30 a.m. – 08:30 a.m. but will end up spending more time on the ground floor waiting for just one elevator. Some employees opted to use the stairs which caused enormous ordeal that created the ability to do less due to the exhaustion. During summer the heat was excruciating while the chilly winter produced tremendous conditions that were idiotically glacial to work under. Policies and procedures that have been developed created bureaucratic quandary obstruct innovation and asphyxiate ingenuity. The CoI employees felt disheartened and their ability to be creative was diluted. The department promoted paperless environment, yet submissions processes were paperwork intensive requiring many signatories. This delayed decision-making process to approve documents and resulted in greater hesitation.

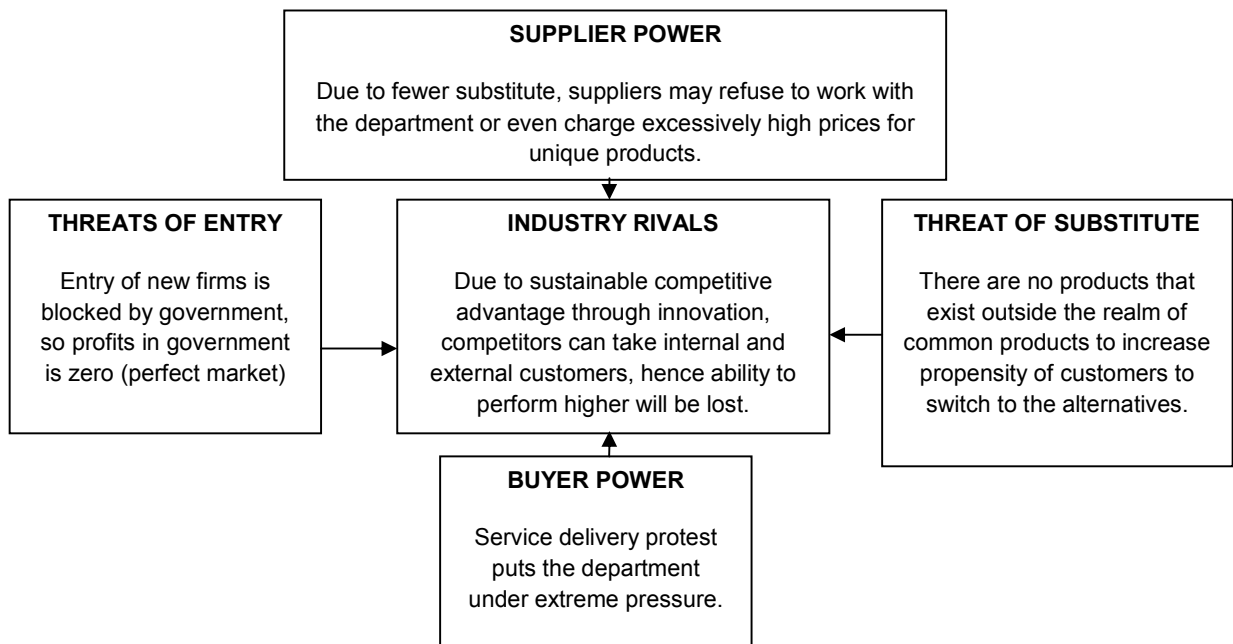
Financial or non tangible rewards were available but minimal and subjected to employer manipulation. Job enrichment or job enlargements were pitiable and led to irritation. Rewards were not reliant to the accomplishment of GDF objectives, somehow they were considered as a right and there were limited rewards for putting an extra effort. Generally there were unfair promotions that led to ill decision making which hampered service delivery progress as incompetent staff ended up in the influential positions based on favoritism. Appraisals were done quarterly but there were no remedies taken and paucity in the employee’s performance deteriorated. Learning was limited and performance decreased. The researcher at hand rightfully works for the department and has never signed any performance agreement or contract for the past financial year. Being at managerial level requires more than just impromptu work. Lucid and defined projects or deliverables need to

be communicated and agreed upon before the fiscal year starts to permit managers to become the custodian of programme performance, delegate properly while promoting learning and development along the process. Equipment such as printing and fax machines were superfluous and not sufficiently capable of handling the work load. Employees usually experienced power shutdown during working hours, nobody knew whether the department has paid Eskom or not, neither did managers inform the staff members about such failure in advance.

Managers disappeared in vain during power breakdown and staff members slowly noticed that their superiors were gone, they left one by one. Customers usually called seeking information but telephones were off due to power failure and employees were gone. Finances are deemed to be the lifeblood of the organization as they facilitate the smooth running of the business transactions. So if electricity goes off in the middle of business day, telephones off, printers malfunctioning, elevators serrated, this indicated lack of funding and inability to procure necessary equipment to create decent work and ensure operational efficiency. This camouflage impaired employee's ability to achieve more. In most cases for the strategy to flourish, leaders must saunter and converse the exemplification of campaigner department virtuously and live by their vision.

### **2.3.2 Model: Porter`s Five Forces Framework**

Barney (1991) argued that all the resources that the firm has access to may not be strategically relevant, since some may actually prevent an organization from conceiving and implementing a valuable strategy. Some resources may lead it to implement strategies that reduce its effectiveness and efficiency:



**Figure 3: Porter`s Five Forces of Competition Framework (Grant, 2010)**

### **2.3.2.1 Industry Rivalry**

The key driver is the number and capability of competitors in the market. Many competitors, offering undifferentiated products and services, reduce market attractiveness (Nyasha, 2011). For public service delivery, players are few or close to none, hence product differentiation is not an attractive ploy (Nyasha, 2011: 8). Why differentiate products when the public is desperate for the bare minimum basic service?

### **2.3.2.2 Supplier Power**

The department`s mandate is to ensure that its functional units fully support the 2009 – 2014 Provincial Priorities, through the manner in which it targets and balances the allocations of resources (both financial and non-financial) to areas that support inclusive economic development, job creation and enhanced social service delivery in the province (South Africa. Gauteng Department of Finance, 2009.). Furthermore the department was expected to ensure alignment to and support of the principles of Batho Pele by ensuring that spending agencies create value for money. The mandate for the department is monopolistic in nature. GDF is the only department processing supplier payments in the province and

due to this good deal, the department can bargain for cheaper services without compromising service quality.

With regard to the supply chain processes, there are limited value additions. Payments are made late, which resulted in higher interest rates payments and contravening the PFMA that required payments to be made within 30 days of receiving an invoice to ensure that the department do not conceal liabilities and bring certainty to the creditors especially the SMME's. Frequently the procurement practices are on a tender basis and this is comparatively strong power for the department, but was compromised due to incompatible internal procedures, drought of public information around procurement and financial systems not sufficiently capable of handling supplier information accurately.

### **2.3.2.3 Buyer Power**

Within the department, buyers are service beneficiaries (South Africa. Gauteng Department of Finance SDIP, 2009.). The service beneficiaries do not pay to acquire their services instead the services are offered by the department funded by the tax payers. The agreement power of the beneficiaries is based on the understanding and basic human right to get these services (South Africa. Gauteng Department of Finance, 2009.). The increased pressure on the demand for better services such as TSS was redundant causing frustration to customers. The moratorium on recruitment process caused even greater pressure for GDF to deliver services better, hence no new employees were employed to bridge the gap speedily.

### **2.3.2.4 Threat of Substitution**

Where close substitute products exist in a market, it increases the likelihood of customers switching to alternatives in response to price increases (Porter, 1980). This reduces both the power of suppliers and the attractiveness of the market (Porter, 1980). Regrettably, there are no shortest substitute's products that exist in the department that may be striking to the beneficiaries. That is why there are huge service delivery protests in the province, because customers believe that it is their right to receive government services fairly and in a transparent manner. The department has no power of the market, the market is controlling GDF. The threat of service delivery failure in the province has led to service delivery strikes

across the province and has caused reputational damage for government as a service provider (South Africa. Gauteng Department of Finance, 2011.).

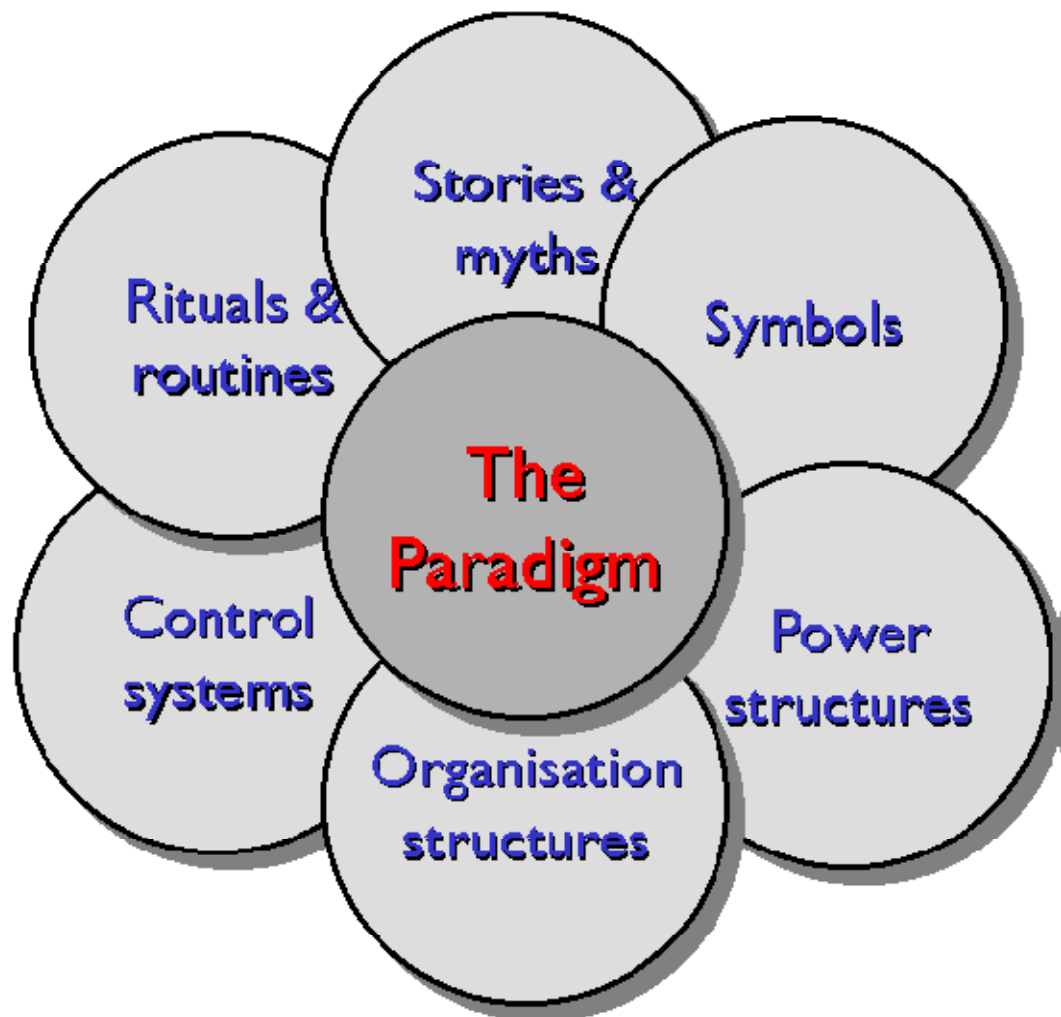
### **2.3.2.5 Threat of New Entry**

Porter (1980) stated that profitable markets attract new entrants, which further erodes profitability. In contrary, GDF is a public entity and is framed on addressing the needs of the beneficiaries and not profitability. Although the principal role of government in a market is to preserve competition through anti-trust actions, government also restricts competition through granting of monopolies and regulations (Porter, 1980). Service delivery challenges will continue until government determines another cause of action. Increased staff turnover for a variety of reasons created a huge threat to GDF and to some extent the provincial government's ability to provide adequate services to the province (South Africa. Gauteng Department of Finance, 2011.). Lack of sufficient funding had brought a number of projects into a halt. This has affected the ability of department to appoint more resources in order to ensure that service delivery initiatives are not affected (South Africa. Gauteng Department of Finance, 2011: 14).

## **2.4 THEME 3: Cultural Differences**

### **2.4.1 Model: Cultural Web**

Ravasi and Schultz (2006) stated that organizational culture is a set of shared mental assumptions that guide interpretations and actions in the organizations by defining appropriate behavior for various situations. A model of culture was developed by Johnson and will assist in understanding the culture complexity in GDF. The paradigm in the centre (i.e. figure 4) is the set of core beliefs which resulted from the multiplicity of conversations (Nyasha, 2011):



**Figure 4: The Cultural Web of an Organisation (Johnson & Scholes, 1999)**

Employees usually resist changes for a variety of reasons and it is the duty of the management to convince people that likely gain will outweigh the losses (Nzimande, 2011). Management of GDF developed the cultures/values of the department namely consultation, information, openness and transparency. But employees were overlooked during the process neither were they told how the national priorities will be aligned with the new organizational settings. Within the department, employees have their own behavioral quirk and interactions which to an extent predominantly affected the whole system negatively. Workers engendered apathy, resistance, burnout, low productivity and high turnover levels. Management developed its first strategic plan in 2009 and revised it 2011, yet managers or executors were not fully involved.

Leaders exhibited lack of understanding and passion to value employees, mobilize and communicate professionally. Lack of proper planning and budgeting in an integrated manner caused inconsistencies and misalignment. This showed meager style and harsh measures being developed for the sake of compliance. Employees operated in ways that protested against the new culture, disappointment, blame, polarized images and ambivalent authority. They came late, left early while others came to work wearing chinos on Mondays, drunk and usually spend most time in the nearby taverns and restaurants especially on Fridays. Managers were named “uncles or aunts” in the workplace to allow smooth flow of stories. Most employees did not know how widely the powers of the executive authorities were if the service conditions were deteriorating in their occurrence.

Management is the art of getting things done (Blair, no date). Quite often senior managers took leave for more than one week without informing their subordinates. The protracted leave caused exasperation inexorably. The consequential antagonism associated with bewilderment habitually resulted in extreme stressful environment. As a result, employees did not realize the full worth of being at work. In their absence, subordinates took leave routinely to enjoy the benefits, hence compromising service delivery and inability of management or department to fully monitor leave. The most important assets that were suppose to glue the department together towards accelerating service delivery were the tight barriers that disallowed progress to move forward. This fashion behaviour led to passive-aggressive behaviour, where managers and subordinates fought circuitously without telling each other why. Others were perpetually sarcastic and argumentative. Some were persistently pulling others down, and making mocking remarks irritably.

## **2.5 Summary**

The political environment strained the departmental settings which led to the failure of management to apply the most appropriate strategies in response to the external factors. Power and positive structural arrangements plays a crucial role in determining the direction, but the department has been operating in indeterminate state. Employees were powerless, loss confidence and pitiable systems of operation. Structural rigidities obstructed



innovation and the dissimilarities were signal of unrelenting quarrel between the politicians and administrators on idiosyncrasies and deliverables.

## CHAPTER 3: LITERATURE REVIEW

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### 3.1 Introduction

Employee turnover appears to be a result of multiple individual and organizational predictors among which are job satisfaction, organizational commitment and multiple organizational factors (Morrell, *et al.*, 2004; Cole, 2006; Sliwka, 2007; Iqbal, 2010; Makhbul and Rahid, 2011; Nzukuma and Bussin, 2011). Only two studies have focused on the public sector (Meier and Hicklin, 2007; Shahzad, 2011). Most of the literature focuses on the private institutions (Msweli-Mbanga, 2004; Zheng and Lamond, 2009; Gaan, 2011; Liu, *et al.*, 2011). Only four studies focused on the organizational change and employee turnover (Morrell, *et al.*, 2004; Sliwka, 2007; Nzukuma and Bussin, 2011; Shahzad, *et al.*, 2011). Nzukuma and Bussin (2011) indicated that the turbulent business environment has changed the relationship between employer and employee from strong long-term connectivity type relationship to one of short-term instability and disconnection. The employee turnover will be reviewed and the factors associated with it.

### 3.2 Employee Turnover

Employee turnover is a much studied phenomenon (Morrell, *et al.*, 2004). The authors indicated that there is no standard account for why people choose to leave an organization, people choose to leave the organization on a voluntary basis rather than involuntary. Ongori (2007) noted that most researchers have attempted to answer the question of what determines people's intention to quit by investigating possible antecedents of employees' intention to quit, but to date there is little consistency in the findings which is partly due to the diversity employed. When an employee leaves a job or switches over to another organization, this is called voluntary turnover (Shahzad, *et al.*, 2011). Voluntary turnover incurs significant costs both in terms of direct costs (replacement, recruitment and selection) and also in terms of indirect costs (low morale, pressure on remaining staff, product/service quality and organizational memory) (Morrell, *et al.*, 2004).

Organizations confront uncertain costs: the costs of operational disruption and replacement of "human capital" (Batt and Colvin, 2011). Studies have shown that low degree of employee

empowerment and low levels of employee retention leads to organizational performance problems such as poor quality of customer service, low productivity, and high labor costs (Gill, *et al.*, 2011). Employee turnover is a neglected topic in the public sector (Meier and Hicklin, 2007). In organizations that rely on people to provide services, turnover threatens the agency's reservoir of expertise, organizational effectiveness and sustainability (Howard, 2008). Losing highly skilled professionals may lead to substantial costs and hidden costs associated with difficulties in completing projects and disruptions in team-based work environments (Gaan, 2011).

### **3.3 Organizational Change & Transformational Leadership**

Few empirical studies have investigated the linkages between individual's perceptions of the organizational change and job relevant outcomes (Cole, *et al.*, 2006). However there is little research specifically exploring the link between organizational change and turnover and this is a gap in the existing literature (Morrell, *et al.*, 2004: 161). Managerial turnover occurs when owners want to enforce strategic change, anticipating that an incumbent manager will not alter the strategy himself (Sliwka, 2007). According to (Gill, *et al.*, 2011), workers are subjected to a dynamic, multinational, multi-lingual and many times to unplanned or unforeseen peaks in their working environments, all contributing to higher levels of work related frustration, which in turn, leads to employee intention to quit.

Shahzad, *et al.*, (2011) concluded that high rates of mergers, acquisitions and growing economic interdependence among countries due to many reasons have changed the organizational lifestyle that has resulted in time pressure, excessive work demands, role conflicts, ergonomic insufficiencies and problematic customer relationship all of which causes stress. Nzukuma and Bussin (2011: 4) indicated that senior manager's intention to leave the organization is segmented into environmental, organizational and individual factors. The environmental factors are those that exist outside the boundaries of the organization, including political factors, culture and economic factors. In order to compete, organizations have been forced to implement large-scale change and quality improvement initiatives, which include reengineering, rightsizing, mergers, job relocations and management restructuring (Stanley and Bernerth, 2006: 352).

Nzukuma and Bussin (2011) indicated that push and pull factors such as pressure from instant shortages of labour, changed working conditions, loss of recruits and career advancement are the sources of discomfort and push the individual to desire to leave the organization. Cole, *et al.*, (2006) argued that the content of the vision must be sensible and clearly understood by the organizational members; content without clarity is ineffective. The authors further stated that if the proposes of change is viewed by employees as incorrect approach to pursuing a vision, change targets may not be willing to “buy-in” to the change or attempt to make it work. Nzukuma and Bussin (2011: 5) noted that employees want clarity and expect continuous professional development as well as exposure to higher decision-making roles.

They want the opportunity to showcase talents and be involved in the decision-making process of the organisation (Kgomo and Swarts 2010: 233). Stanley and Bernerth (2006: 354) indicated that one of the most consistent features across diverse change models is the ascribed importance of vision and its effective communication. The authors argued that a vision is the trigger for radical and transformational change. No one would seriously challenge the idea that mismanaging organizational change can result in people choosing to leave (Morrell, *et al.*, 2004: 162). The authors referred to this as “shock”. A shock is described as necessary to, “shake employees from their lethargy”. When people consider the circumstances surrounding them to be unfair, their decisions to quit heightens and they are likely to have in mind a particular event, thus invoking episode memory.

Sliwka (2007: 1676) indicated that management change indeed leads to a higher probability of divestitures of assets that had been previously acquired by the outgoing manager. Morrell, *et al.*, (2004: 163) supports this by saying that if change leads to increased turnover, there will be loss of social capital for organizational success. Kgomo and Swarts (2010) indicated that institutional knowledge will be lost as a result of unrelenting employee turnover. For the purpose and use in this study, transformational leadership is defined as “the process of influencing major changes in the attitudes and assumptions of organization members and building commitment for the organization’s mission or objectives” (Gill, *et al.*, 2011).

This definition emphasizes the importance of leadership characteristics as they pertain to it. The leader's ability to define and articulate a vision, mission, goals and objectives for the organization is a must for the follower's acceptance, hence will drive change efforts (Gill, *et al.*, 2011). Nzukuma and Bussin (2011) argued that transformation has left some employees with emotions of stress, denial, mistrust and resistance to new ideas and that government transformational agenda may not be a top priority for many. A manager faces utility loss when he corrects a decision as outsiders do not know the managers ability and can only observe whether a correction has made, thus reputational loss is felt (Sliwka, 2007). A manager cares for the long-term success of the firm, but he/she also considers his/her personal reputation important (Sliwka, 2006).

The author further stated that managers are reluctant to change past decisions as this reduces their reputation already been shown and discourages them to make efficient divestiture. There are different factors such as low self-esteem, job insecurity, job dissatisfaction and lack of advancement opportunities and job stress that leads employees to quit their present jobs (Gill, *et al.*, 2011). Scarcity of mentorship in the organization is an acknowledged driver for voluntary turnover (Nzukuma and Bussin, 2011). Nzukuma and Bussin (2011: 4) indicated that it is imperative for core leadership to have sound emotional intelligence needed to retain this fluid workforce. Muteswa and Ortlepp (2011: 14) stated that there is a high demand for managerial-level employees globally. Organizations that fail to out-compete their competitors in the 'war for talent' will experience high employee turnover rates.

Turnover basically arises from the unhappiness from job place for individual employee (Shamsuzzoha and Shumon, no date). The authors uttered that if the skills that they possess are in demand, they may be lured away by higher pay, better benefits or better job growth potential. Managerial-level employees, especially those with scarce skills, are consistently being offered well-paying jobs globally and are attractive for them to resist (Muteswa and Ortlepp, 2011). Due to extra and intra organizational stressors, workers at all levels feel anxious, unconfident, misunderstood and undervalued at their workplace resulting in a high absenteeism and turnover rates (Shahzad, *et al.*, 2011: 114). Shahzad, *et al.*, (2011) argued that some employees are motivated if they are provided with some challenging jobs.

The new workforce requires managers who leads, therefore respond to being asked, not being told. The fastest growing segment of employees regard those who are 55 years and older, as having different work patterns. Kgomo and Swarts (2010: 233) noted that organizations depend on human direction to succeed, employees want leaders who know them, understand them, treat them fairly and supervisors that they can trust. Closely related to communication is a leadership and supervision practice as they predict commitment (Howard, 2008). The author indicated that a negative consequence of poor organizational commitment include a progression from reduced job performance and increased absenteeism to thought of leaving that may eventually result in turnover.

### **3.4 Job Satisfaction and Communication**

Although there is no standard framework for understanding turnover process as a whole, a wide range of factors have been found useful in interpreting employee turnover – job satisfaction, various forms of commitment, psychological contract and labour market variables (Morrell, *et al.*, 2004). Job satisfaction has impact on senior manager’s decision making process to stay or leave the organization (Nzukuma and Bussin, 2011). The authors uttered that job satisfaction is a global feeling about various facets of job. Nzukuma and Bussin (2011) found that if employees are satisfied with their work, they would show greater commitment. Conversely, dissatisfied workers will leave the organization. Job satisfaction is strongly correlated with turnover intention, the greater the employees job satisfaction, the lesser would be their turnover intention (Shahzad, *et al.*, 2011).

Shahzad, *et al.*, (2011) stated employees having low levels of job satisfaction are expected to leave within a year. According to (Makhbul, *et al.*, 2011), employees generally work harder and perform better when they are satisfied with their jobs, however if the job satisfaction is low, it will deter the individuals work commitment and increase the intention to withdraw oneself either from the job or organization. On the other hand, factors that diminish job satisfaction include the existence of rigid procedures, use of surveillance, lack of resource and restricted control over work procedures (Kgomo and Swarts, 2010). Some workers manifest the intention via decreased performance or increased absenteeism (Makhbul, *et*

*al.*, 2011). There is a strong relationship between job satisfaction and absenteeism (Shahzad, *et al.*, 2011).

As a consequence he/she will experience a difficulty in managing job`s responsibility and opportunity, this failure may lead to intention to quit (Makhbul, *et al.*, 2011: 15). Beside the level of job satisfaction, an employee`s state of mind and psychology is subjective to the feeling of fatigue and burnout they experienced (Makhbul, *et al.*, 2011). Burnout on the other hand, is a syndrome of emotional exhaustion and cynicism that occurs frequently amongst individuals who do ‘people-work’ of some kind (Du Plooy and Roodt, 2010). Foon, *et al.*, (2010) indicated that job stress occurs when employees perceive imbalance between their work demands, their capability and resources. Some employees are facing high level of stress due to dual role and work overload and in this situation they opt for turnover (Shahzad, *et al.*, 2011).

It may be evident by the presence of headache, sleep, disturbance and difficulty in concentration. The chronic fatigue is dangerous as it would take a toll on the health of workers (Rahid, *et al.*, 2011). All these illness could cause headache and difficulty to focus. In the long run, worker would frequently take a medical leave, absent from work, be unproductive and the worse scenario would lead to quitting (Rahid, *et al.*, 2011). Cole, *et al.*, (2006) found that employees involved in a merger reported decreased levels of job satisfaction, organizational commitment and increased intention to quit. Similarly, in (Wanberg and Banas, 2000) study showed that low levels of change acceptance were associated with decreased job satisfaction and stronger intention to quit. Role ambiguity is also likely to increase when individuals perceive organizational change as not needed, inappropriate or poorly executed (Cole, *et al.*, 2006).

Another reason why employees leave their organisation is due to the poor match between the employee and the job or the organisation (Muteswa and Ortlepp, 2011). Therefore, if the organisation is not meeting the employees “needs”, their intentions to leave are increased which results in them making the decision to quit. Insufficient alignment in the processes to achieve the organizational objectives and how employees add value leads to employee leaving the organization (Muteswa and Ortlepp, 2011: 16). Work to family conflict results in job dissatisfaction, turnover and job stress, where as family to work conflicts are a major

cause of stress and absenteeism (Shahzad, *et al.*, 2011). The authors further indicated that if the work of employee is a barrier for his/her family life then it would result in job dissatisfaction and if family life and responsibilities is the barrier then it will cause job stress.

Communication within an organization is critical not only for the organizational functioning, but also for keeping employees committed (Howard, 2008). Research showed that employees feel more involved in, loyal to, committed to agencies that engage in participatory decision-making and communication mechanism that keep them informed about their jobs and wider organizational context. Having a voice in the workplace helps employees feel that their voices are heard and that they have influence over the direction of the organization (Howard, 2008). Organizational procedures and working conditions such as adequate materials, supplies and budgetary support for the work have been shown to be correlated with commitment (Howard, 2008). Research showed that physical work environment impacts employee physical and psychological health, which in turn contributes to job dissatisfaction.

### **3.5 Culture**

The majority of the South African businesses are based on the Western cultural norms and black people have been excluded in the majority of economic life (Nzukuma and Bussin, 2011). The authors attest that inter-group anxieties and tensions that have been built up over time due the transformation efforts to redress imbalances give rise to intention to quit. A corporate culture is the cement that binds a corporation and the workforce is controlled by English speaking, but workforce remains predominantly black (Nzukuma and Bussin, 2011). Management style in South Africa is autocratic (man-in-charge), authoritarian, hierarchical and individualistic (Nzukuma and Bussin, 2011). Kgomomo and Swarts (2010) defined organizational culture as the cornerstone of values, beliefs, standards and assumptions concerning work that members of an organization share. Not all people prefer to speak English, but due to a man-in-charge, employees end up not having a choice to raise issues in the language they feel comfortable about, hence, feel distanced and decide to leave (Nzukuma and Bussin, 2011). Numerous surveys have been conducted to determine the influence of employee turnover, but the produced results varied. Some factors identified as



affecting turnover include organisational culture (Kgomo and Swarts 2010: 232; Sherindan, 1992: 1036; Makhbul, 2011; Nzukuma and Bussin 2011).

Kgomo and Swarts (2010) maintain that being asked to do something against one's beliefs, observing unfair employment practices, having a major disagreement with a senior, employee discomfort with the company culture and a sense of not belonging correlate with intent to leave. There is a saying that "people leave managers, not organizations" (Muteswa and Ortlepp, 2011). Many employees decide to resign from an organisation as a result of conflict they may be having with their immediate managers. A workplace is not conducive to good performance if an employee has co-workers who are complainers and who perceive everything as wrong (Muteswa and Ortlepp, 2011). Employees only do enough work to secure their jobs with no extra effort and consistently disagrees with management, resist change initiatives and do not support their co-workers period (Muteswa and Orlepp, 2011: 16).

### **3.6 Summary**

The literature reviewed was aimed at identifying the factors with the greatest influence on employee turnover. Employee turnover is a critical issue facing corporate leaders as they are complex in nature. Workforce stability is needed as a source of competitive advantage. Managers and leaders are expected to be prepared, collaborative, supportive and nurturing workforce when faced with unprecedented conditions forcing the institution to make radical changes too soon. The reviewed issues associated with turnover were resistance, loss of confidence and cultural conflicts that exhume in the midst of unfavorable conditions. Employee turnover is preventable, but requires effort, energy and resources capable of responding to employees needs collectively. The next chapter will describe the research design methods.

## CHAPTER 4: RESEARCH DESIGN METHODS

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### 4.1 Introduction

The objective of this chapter was to describe the research design methods namely the research population, data collection and data analysis. The study focused on the quantitative research methods (i.e. questionnaires). One of the distinguishing factors of survey research methods is the dominant need to collect raw data from large groups of people (Hair, *et al.*, 2000). Survey research plays an important role in providing the necessary information for guiding a firm`s development strategy (Hair, *et al.*, 2000: 253). Surveys are normally carried out for descriptive purposes to provide information about the distribution of a wide range of people characteristics and of relationship between such characteristics (Robson, 2002: 234). This research used large sample to increase geographical flexibility of the research. The data is analyzed according to gender, occupational classifications and other variable incorporated into the survey (Hair, *et al.*, 2000).

### 4.2 Research Design Methods

Research design is the strategy for the study and the plan by which the strategy is to be carried out (Coldwell and Herbst 2004: 36). The main goal of quantitative survey research method was to provide specific facts and estimates from a large and representative sample of respondents that decision makers can use to understand the relationships, differences, verify and validate the existing relationships (Hair, *et al.*, 2000). The study was descriptive in nature.

#### 4.2.1 Quantitative Design

Quantitative methods places heavy emphasis on using formalized standard questions and pre-determined responses options in questionnaires to large numbers of respondents (Hair, Bush & Ortinau, 2000). Coldwell and Herbst (2004: 15) indicated that quantitative research involves the collection of primary data from large numbers of individual units with the intension of projecting the results to a wider population. Coldwell and Herbst (2004) stated that, it is difficult to access the proper number of type of population who are needed

for a representative sample of the target population. Quantitative methods reveal statistically significant differences between heavy and light users while qualitative methods examine the feelings and motivations of heavy users (Coldwell and Herbst, 2004). Quantitative research methods are more directly related to descriptive and casual research design than exploratory designs (Hair, *et al.*, 2000: 216). Coldwell and Herbst (2004) stated that numbers provide a universal language that can be easily understood by anyone and provides some descriptive aspects.

A descriptive study attempts to describe or define a subject, often by creating a profile of a group, people or events. The study was aimed at unfolding the experiences of the workforce who left the department and why they made the decision to leave. Most surveys are fairly easy to implement because there is no need for sophisticated devices to record actions and reactions as with observations or experiments (Hair, *et al.*, 2000). Quantitative data has advance statistical information unlike the qualitative data that suffers from problems of subjectivity, interpretations and maybe speculative or anecdotal (Hair, Bush & Ortinau, 2000). It is sometimes stated that structured and quantitative methods are more specific and therefore better (Coldwell and Herbst, 2004: 16).

#### **4.2.2 Population and Sampling**

Coldwell and Herbst (2004: 76) defined sampling as the act, process or technique of selecting a representative part of a population for the purpose of determining the parameters or characteristics of the whole population. Hair, Bush & Ortinau (2000: 329) indicated that sampling unit are the target population elements available for selection during the sampling process. Coldwell and Herbst (2004: 73) defined sampling frame as a list of people from which the sample is taken, it should be comprehensive, up-to-date and include electoral register. The service termination detail report was obtained from the CSS for May 2009 to January 2012 for the population. Population is an identifiable total group or aggregation of elements that are of interest to the researcher and pertinent to the specified information problem (Hair, *et al.*, 2000). Population is a group of people under investigation (Coldwell and Herbst, 2004).

In a cluster sample, the specific population is grouped into aggregate (clusters) based on their proximity to each other (Coldwell and Herbst, 2004: 80). Cluster analysis is a

multivariate interdependence technique whose primary objective is to classify objects into relatively homogeneous groups based on the set of variables considered (Hair, *et al.*, 2000: 594). The research population for the study was bespoke to DG`s, DDG`s, CD`s, D`s, DD`s and ASD`s) representing various programmes within GDF. The researcher attempted to obtain a sample that would justify the findings of the study, give responses that would best answer the research question. There is no definite number of prescribed formats for participants in the study (Toni, 2007: 29). The population resigned voluntarily and were permanently employed. The criterion for inclusion was:

- (a) The participant must have worked at the department during the period under review;
- (b) Be employed permanently; and
- (c) Males and females as well as representatives of all race and age groups.

#### **4.2.3 Data Collection**

Toni (2007) defined data collection as the gathering of information needed to address a research problem. It is imperative that the researcher documents the data collection process as accurately and as much detail as possible. The author stated any research project needs to identify the parameters for data collection by defining the settings (where the research will take place), the actors or participants and the process. The study collected data by means of questionnaires through emails. Questionnaires are a systematic way of data collection and ensure consistency by requiring that same questions are asked to participants (Nyasha, 2011). This method is highly applicable since information may be needed quickly from the participants in a non-threatening way (Coldwell and Herbst, 2004).

Coldwell and Herbst (2004) stated that an e-mail questionnaire can be one of the easiest ways to get a good response rate, though it may be subjected to breach of confidentiality. E-mail (i.e. computer-assisted survey) does however offer fast and convenient way to accomplish research if the target market has access to the internet (Hair, *et al.*, 2000). Questionnaires contained the key concepts found in the research problem analysis. The researcher collected all the necessary contact details for the participants. A fax-to-email was considered for the participants for convenience.

#### **4.2.4 Pre-testing**

The draft questionnaire is best pre-tested informally, initially concentrating on individual questions (Robson, 2002: 254). Colleagues, friends and family were cajoled into reading them through and providing constructive comments on wording. Conducting a pilot study before the main survey allows any potential problems into the pro forma of questionnaire to be identified and corrected (Nyasha, 2011). A sample of survey questionnaires was submitted to the supervisors for evaluation and amendments.

#### **4.2.5 Measurement Method**

A covering letter was sent including the consent form to each participants followed by the questionnaire explaining the objectives of the research and confidentiality matters. An ordinal scale format that asks respondents to indicate the extent to which they agree or disagree with a series of statement about a given object must be used (Hair, *et al.*, 2000: 414). Likert scales five potential choices (strongly agree, agree, neutral, disagree, strongly disagree) was used. The questionnaire included both the structured and unstructured questions. Respondents were asked to respond to an identical set of questions (i.e. overall GDF evaluation and job satisfaction). The Minnesota Satisfaction Questionnaire (MSQ) is a popular measurement for job satisfaction (Foon, *et al.*, 2010). It was used as a measurement method for job evaluation.

### **4.3 Data Analysis**

Descriptive statistics are most commonly used and form the basis for more advance technique, they include frequency and percentages (Coldwell and Herbst, 2004: 92). Frequency distribution tables are easy to read and provide a great deal of basic information (Hair, *et al.*, 2000: 525). The coding procedure (i.e. SMS, MMS and NMS) was adopted in analyzing the responses. Responses were clustered under each work level in order to portray different levels and responses. A mixture of methods such as graphs, tables and pie charts were used to demonstrate a picturesque of the allotment of responses within each grouping. Percentages and numbers were used in different categories.

#### **4.4 Validation**

A pilot study must be carried out to validate the statements in the questionnaire for use in a population screening study for employee turnover (Chisholm, *et al.*, 1985). Validity is the amount of systematic or built-in error in measurement (Radhakrishna, 2007). The author stated that validity is established using a panel of experts. Within the department, people who have completed or have advance research techniques were requested to validate the questionnaires before disseminating them to the participants. Amendments were effected and the questionnaire refined for the users.

#### **4.5 Ethical Consideration**

When human beings are used as the subject of a research investigation, great care must be exercised in ensuring that neither the rights of the individuals nor the worth of the research is compromised (Toni, 2007: 16). The researcher ensured that during the telephonic, social networking websites and email discussions with the participant, great care was observed to collect accurate data and all the necessary rights were disclosed.

##### **4.5.1 Confidentiality**

Preserving the privacy and anonymity of the respondents is one of the prime responsibility of the research professional (Coldwell and Herbst, 2004: 19). The communication details of the participants were not disclosed to anyone and the participants were informed about the issues of privacy. Confidentiality in research implies that private data identifying the participants will not be reported (Toni, 2007). The participant's information was treated with highest confidentiality to minimize any breach of agreement and jeopardy of participating in the survey.

##### **4.5.2 The right to be informed**

Full co-operation from the participants is of utmost important, before the commencement of the study. The participants were informed about the research objectives including the end results for the study if a need arise. Participants must be protected against any possible form of physical and emotional harm (Toni, 2007). The researcher did not withhold any information from the respondents or give any false information whatsoever (Toni, 2007: 34).

## **4.6 Summary**

This chapter presented the research design methods including the target population for the study. The study focused on the questionnaires as means of gathering primary data from the participants who met the inclusion criterion. Ethical consideration formed integral part of research to increase the level of participation. Objectives including the purpose of the study were communicated with the respondents to ensure maximum results. Data was validated by utilizing managers within GDF who have knowledge/background research. The supervisor formed part of this validation process to ensure that the questionnaires designed meet the research objectives and formed the keystone to increase the reliability of findings.

### 5.1 Introduction

In this chapter the findings for the study are presented. The general demographic information regarding the respondents are presented and analysed on the basis of demographic variables such as programme level, department, gender, age, group and work level within the department. Section B and C of the questionnaire is also analysed and presented, followed by the summary of the research findings.

### 5.2 Data Analysis: Description of Participants and Research Process

A sample of participants who met the inclusion criteria were obtained from the CSS in a form of report (i.e. Termination Report 2009 – 2012), the participants were from salary level nine to sixteen and previously worked for GDF. They resigned on a voluntary basis and were permanently employed. All participants were informed about the research study using telephone, cell phones, social networking and emails. They were requested to provide their contact details freely particularly the emails for effectual communication. The consent forms were signed and returned to the researcher before survey began. English was chosen as medium language for communication. The study was dominated by the African blacks predominantly females. The following question was asked at end of the questionnaire to allow respondents to express their feelings freely:

***“How was your work experience at GDF and did it influence your decision to resign and/or leave?”***

According to the annual report for the year ended April 2010 for GT, the annual turnover rate was 5.4% and 7.1% for GSSC respectively. The researcher was unable to access the annual report for GFPO for 2010 due to the fact that it is located in another office. The overall turnover rate for GDF as at the end of April 2011 was 6.8%. The turnover rate for April 2012 was still due and the researcher could not disclose the rate due to the taut deadline for research report submission. If time permitted, conceivably the rate could have added more benefit to the study.



## 5.3 Analysis of Questionnaire

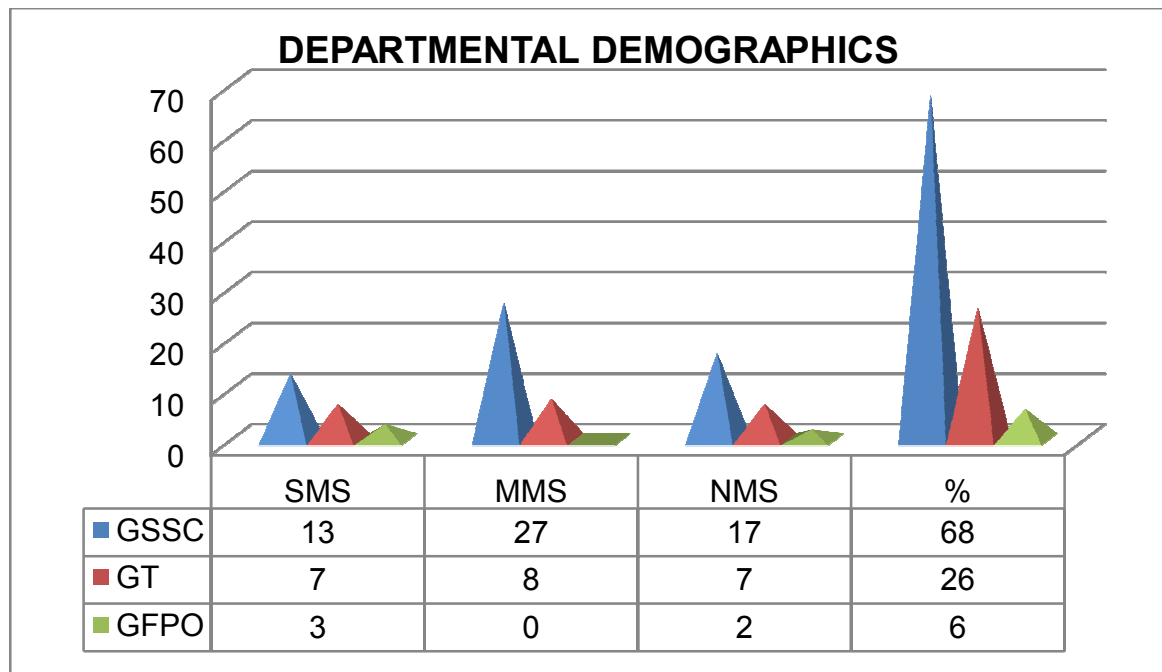
### 5.3.1 Section A: Personal & General Information

A sample was drawn out of 107 employees. Of the total trial of 107 drawn, only 84 questionnaires were productively returned consequently representing 79% response rate. The distribution of the response rate per programmes was as follows:

| DESCRIPTION | DESCRIPTION                                | PERCENTAGE |
|-------------|--|------------|
| PROGRAMME 1 | Member Executive Committee                 | 1%         |
|             | Corporate Services                         | 22%        |
|             | Chief Financial Officer                    | 2%         |
|             | Strategy Management Enterprise Integration | 2%         |
|             | Forensic Services                          | 1%         |
| PROGRAMME 2 | Sustainable Resource Management            | 20%        |
|             | Provincial Accounting                      | 5%         |
|             | Financial Governance                       | 4%         |
|             | Treasury Services                          | 1%         |
| PROGRAMME 3 | Shared Services                            | 4%         |
|             | Procure to Pay                             | 4%         |
|             | Technology Support Services                | 12%        |
| PROGRAMME 4 | Gauteng Audit Services                     | 15%        |
|             | Gauteng Fund Project Office                | 7%         |

**Table 2: Programme Distribution Levels**

According to table 2 above, programme 2 ranked high at 30% followed by programme 1 at 28% and 3 at 20% correspondingly. The GSSC constituent led the overall turnover with 13 SMS, 27 MMS and 17 NMS members as per figure 5 below. The 7.1% turnover rate for GSSC can be attributed to the lack of information about the departmental restructuring processes that took place. Within their edifice, which has been in existence since 2001, abruptly was seethed with lack of collaboration between departments and commotion which led to paralyzed territorialism. The GT employees suffered structure rift and antagonistic environment due to lack of orientation.



**Figure 5: Departmental Demographics**

The GFPO employees on the other hand may have suffered aloofness due to the fact that they operated in another office and felt immense levels of segregation. Orientation or socialization is designed to provide new employees with the information needed to function comfortably and effectively in the organization (Toni, 2007). Socialization according to Toni conveys three types of information:

- A review of the organisation’s history, purpose, operations and products or services, as well as a sense of how the employee’s job contributes to the organisation’s needs; and
- A detailed presentation (perhaps a brochure) of the organisation’s policies, work rules and employee.

According to the (Gomez-Mejia, Balking & Card, 1995), managerial orientation ensures that human resources are employed in a manner conducive to the achievement of organizational goals and missions. Gomez-Mejia, *et al.*, (1995) indicated that new employees must be familiarized with the company’s policies, procedures and performance expectations. Socialization can make a difference between a new worker feeling like an outsider and feeling like a team member. In a study conducted by (Stoner, *et al.*, 1995) it was revealed

that turnover rates were always highest among an organisation's new employees who felt anxious upon entering an organisation. These individuals worry about how they will perform on the new organization and feel inadequate compared to more experienced employees.

### 5.3.2 Gender Levels

The gender ratio was profoundly geared in favour of the women. The feminine participants outnumbered the males. There were 57 females who replied to the questionnaire in comparison to only 27 males. This represented 68% response rate for females and 32% for males. It has been identified that the department was conquered by females primarily due to the fact that women have been equipped to thrive upwards in the modern age. Women's access to political power and decision-making has improved since the 1994 elections (South Africa. The Office of the Status of Women, 2000.). Therefore women were fanatical to participate in the survey as per table 3 below:

| ELEMENT | FREQUENCY | PERCENTAGE |
|---------|-----------|------------|
| Females | 57        | 68%        |
| Males   | 27        | 32%        |

**Table 3: Distribution of Gender Levels**

### 5.3.3 Age Structure

| ELEMENT      | FREQUENCY | PERCENTAGE  |
|--------------|-----------|-------------|
| ≥ 25         | 2         | 2%          |
| 25 – 35      | 42        | 50%         |
| 35 - 45      | 32        | 38%         |
| 45 - 55      | 8         | 10%         |
| <b>Total</b> | <b>84</b> | <b>100%</b> |

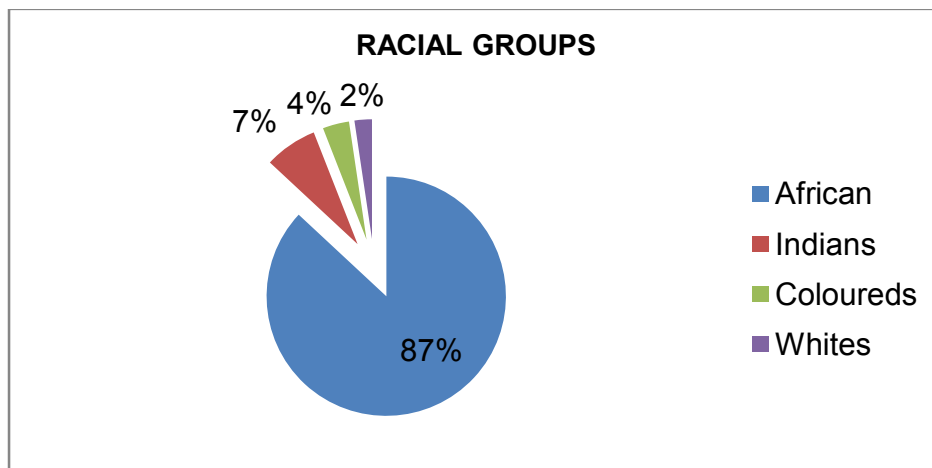
**Table 4: Distribution of Age Structure**

The majority of the respondents was younger age group with 50% response rate and was between 25 to 35 years of age. In contrast only 38% were between 35 to 45 and 10% between 45 to 55 years of age. Overall, 90% of the employees were below 45 years of age, reflecting a

younger government employee population as per the table above. These workers somehow found it to be difficult to cope at work and one of the controversial theories is they lack resilience compared to older generation (Creer, 2011). The author indicated that older generation have been around the track a few more times and could be in a more comfortable space.

### 5.3.4 Racial Groups

Figure 6 below represented the racial demographics. Eighty seven percent were African Blacks, 7% Indians, 4% Coloureds and 2% Whites.



**Figure 6: Distribution of Racial Groups**

### 5.3.5 Work Levels

| ELEMENT      | FREQUENCY | PERCENTAGE  |
|--------------|-----------|-------------|
| NMS          | 26        | 31%         |
| MMS          | 35        | 42%         |
| SMS          | 23        | 27%         |
| <b>Total</b> | <b>84</b> | <b>100%</b> |

**Table 5: Distribution of Work Levels**

The MMS level represented 42%, 31% for NMS and 27% for SMS members. In figure 5.2.2.3 above, (Creer, 2011) indicated that younger generation mostly lack flexibility. The

department was conquered by the younger age group who has suffered negative effects of poor communication. This resulted in anxiety about the future status.

#### 5.4 Section B: Gauteng Department of Finance Evaluation

The scrutiny of the data in this section was channeled by the questions and answers received from the participants as follows:

##### 1. Were you aware about the reasons for change that took place in GDF?

| AWARENESS RESPONSES |                    |           |                      |           |
|---------------------|--------------------|-----------|----------------------|-----------|
|                     | FREQUENCY<br>AWARE | %         | FREQUENCY<br>UNAWARE | %         |
| NMS                 | 6                  | 33        | 20                   | 30        |
| MMS                 | 5                  | 28        | 30                   | 45        |
| SMS                 | 7                  | 39        | 16                   | 24        |
| <b>TOTAL</b>        | <b>18</b>          | <b>21</b> | <b>66</b>            | <b>79</b> |

**Table 6: Response Rate Awareness Reasons of Change**

The information obtained from the survey indicated that 66 participants or 79% of employees were not aware about the causes of change that took place. Thirty percent was for NMS, 45% MMS and 24% for SMS members. Of the overall 84 respondents, only 18 or 21% of workers knew why GDF was reconfigured. Employees principally the senior managers were suppose to have instantaneous information about what was going on, however they were desolated in the process, hence supporting the mammoth number of SMS members who left the department mainly for GSSC division. If the SMS members were unacquainted, then the MMS component was indeterminate state without passable prelude explanation, hence exhibiting lack of information for NMS members at lower operational levels. Since employees were incomprehensible about what was happening, the department set itself up for failure and lost good talent.

Cole, *et al.*, (2006) argued that if the proposes of change is viewed by employees as incorrect approach to pursuing a vision, change targets may not be willing to “buy-in” to the change or attempt to make it work. Nzukuma and Bussin (2011) concluded that scarcity of

mentorship in the organization is an acknowledged driver for voluntary turnover. During any merger transition phase, most organizations are subjected to bedlam, people are usually given various roles and responsibilities from the merging corporation, therefore a mentor or guiding team could have been appointed to play a noteworthy position to soothe the workforce. Throughout the process attempting to keep everyone awake was of utmost importance, instead workers were solely neglected.

**2. Upper management clearly communicated its vision including the goals and objectives for the smooth transition.**

|     | FREQUENCY | PERCENTAGE |
|-----|-----------|------------|
| Yes | 25        | 30%        |
| No  | 59        | 70%        |

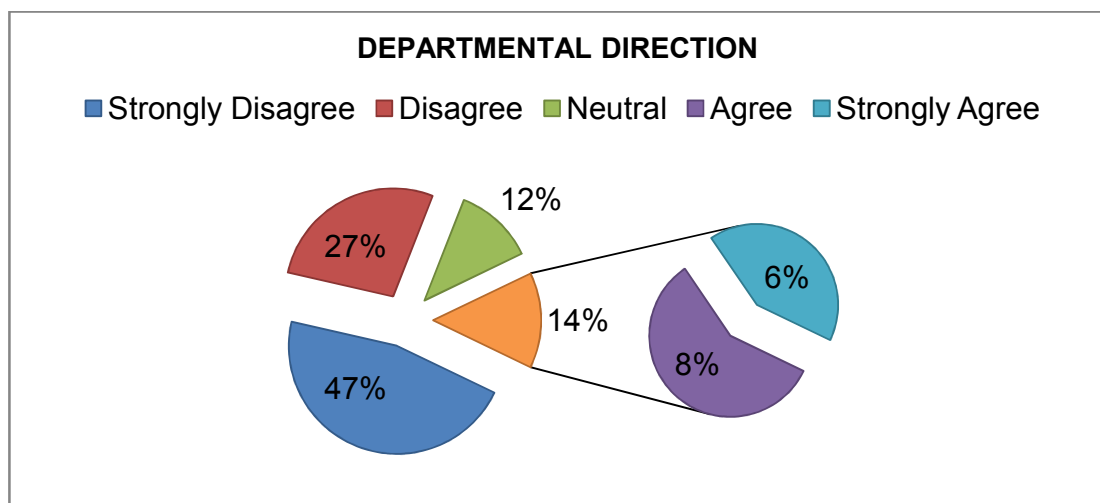
**Table 7: Communication Levels**

The outcome of the research question indicated that only 30% of the respondents believed that the goals and strategies were communicated, while 70% indicated no knowledge of communication received. Allowing the workforce to be in murky during the transition epoch often leads to anecdote and low morale. The departmental vision is “to be an activist, developmental and interventionist department providing strategic and operational support to the Province, towards the achievement of inclusive growth”. Being an interventionist department meant that the organizational processes were supposed to be introduced to the workforce in a non-threatening manner.

The department should have listened, intervened where there were indications of vagueness and ensured that the vision was properly communicated. Cole, *et al.*, (2006) argued that the content of the vision must be sensible and clearly understood by the organizational members, content without clarity is ineffective. It is worth noting that there was a state of perpetual and baffling motion that repressed profound dedication. Stanley and Bernerth (2006: 354) indicated that one of the most consistent features across diverse change models is the ascribed importance of vision and its effective communication. The authors indicated that vision is the trigger for radical and transformational change. No one would seriously challenge the idea that mismanaging organizational change can result in people choosing to leave (Morrell, *et al.*, 2004).

### 3. I was satisfied with the strategic direction for GDF.

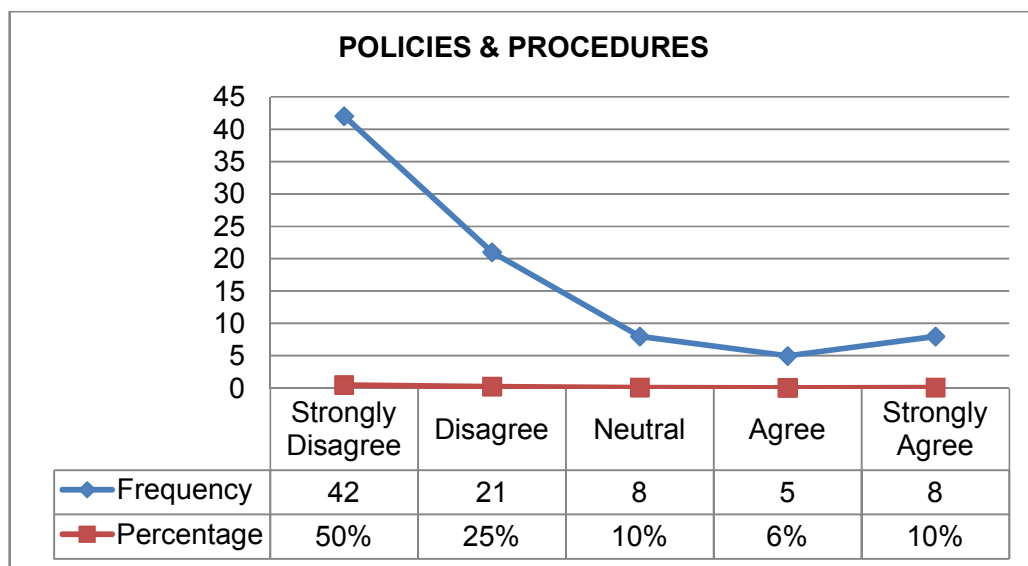
The data indicated that only 12 or 14% of the workforce was satisfied with the department's direction. Twelve percent was seemingly sitting in a comfort zone. Of particular interest, 74% as per figure 7 below was not fulfilled. Lack of direction usually destroys motivation levels simple because without palpable next step, the workforce succumbs to procrastination. The drive to move forward somehow became assaulted by the pessimistic feelings and disquiet about the future.



**Figure 7: Departmental Direction**

### 4. The departmental policies and procedures made sense to me.

Seventy five percent of the overall 84 respondent did not comprehend GDF's guiding documents and only 16% understood such policies as shown in figure 8 below. This was an intriguing statistics sighting lack of consensus between members of the organization. There was possibility that the policies may have been excessively elongated, disappointingly written or too hard to use. Of the startling 75%, SMS contributed 37%, MMS 25% and 13% for NMS members. The majority of employees did not comprehend the policies, therefore were not held accountable for not rendering services. The workers were cynical due to lack of policies that were supposed to aid them to execute their roles, but created bureaucratic labyrinth.



**Figure 8: Responses Policies & Procedures**

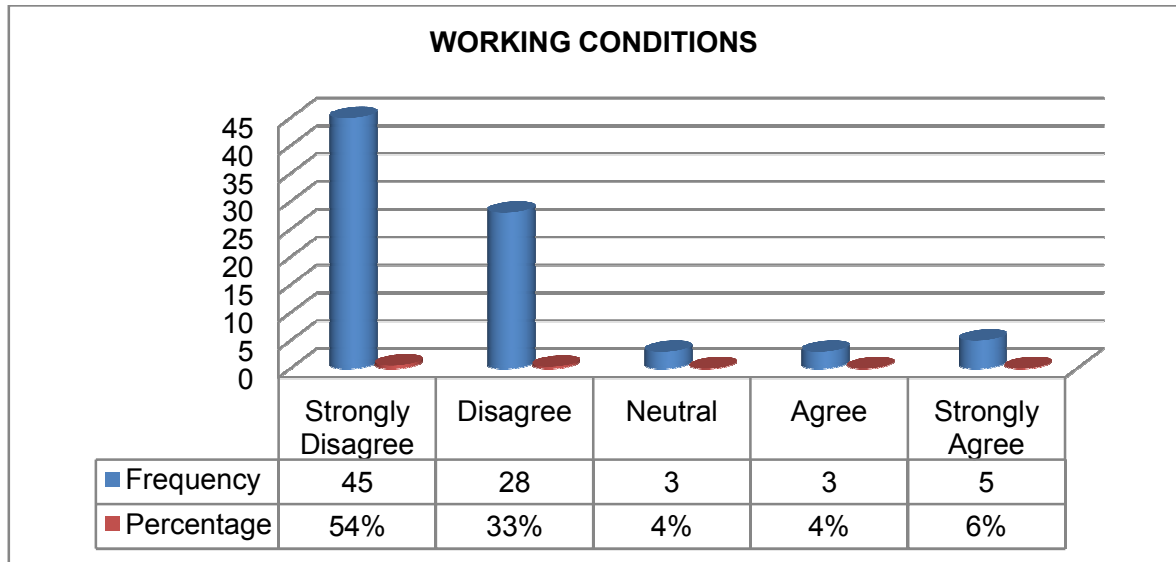
Another odd was that a group of leaders, sort of an oligarchy, initiated the processes, established the features that they thought would be critical and planned for implementation. They did not get everyone involved, so were unaware of what was actually happening within their own sites. During the execution phase, they resided with their original plans and made adjustments habitually when there was functional insinuation. The danger here was such aloofness enabled leaders to inhale their own atmosphere and as the process progressed they ran out of oxygen causing immense excruciating ambiance for staff at the level below supremacy.

**5. The physical working conditions (e.g. heating, ventilation, space, cleanliness) were very good.**

The overall response rate of the respondent who was in disagreement with the statement above amounted to 87% (i.e. 54% + 33%) as indicated in figure 9 below. Only 8 people experienced their environment as good. Usually when a person experiences poor working conditions, it affects his/her health. At times he or she will not be able to give 100% commitment, hence lowering motivation levels and damaging performance at the end of the day. Poor quality can cause downbeat impact on employee wellbeing in the shape of respiratory problems, headaches and fatigue, which in the long-term will reduce productivity (Quible, 1996). Once members react to poor environmental settings they resent



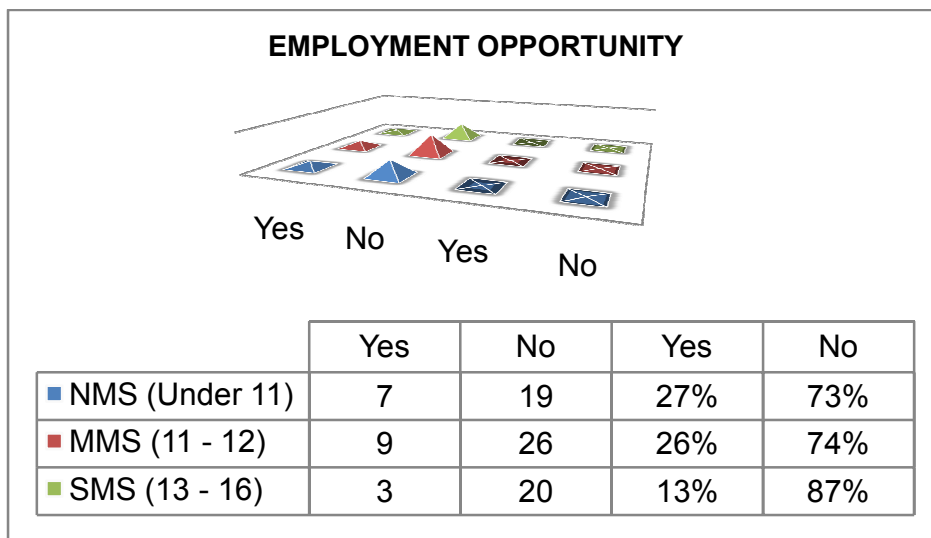
to chronic absenteeism. Over time, the irritation levels resulted in quarrels amongst employees.



**Figure 9: Response Rate Working Conditions**

Tension cultivated and led to the uncomfortable working environment, slugging productivity and caused excessive turnover.

**6. I would choose GDF again if given a choice and/or chance.**

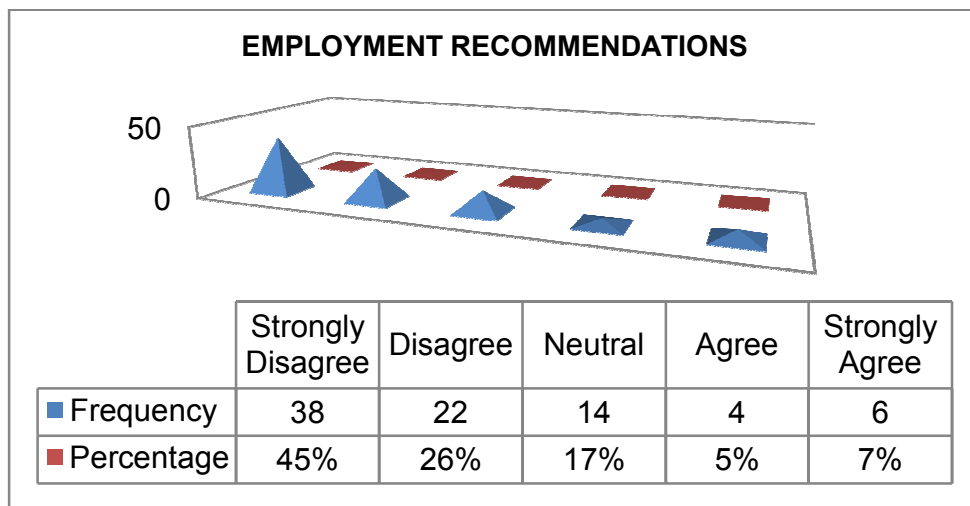


**Figure 10: Employment Opportunity Levels**

Eighty seven percent of SMS members would not consider the employ of GDF if given a second option, while 74% belonged to MMS and 73% for NMS. This may be largely due to

the fact that they were not motivated and stimulated during the structural engagements. Of particular interest, only 3 out of the 23 SMS members would consider coming back, 9 for MMS and 7 for NMS members as shown in figure 10 above.

**7. I would recommend GDF as a career choice to my friends.**



**Figure 11: Employment Recommendations**

The majority (i.e. 71%) of the responded were strongly in disagreement with the statement, indicating that they would not recommend their friends to work for GDF due to disillusionment. The high response rate here correlates with statement 6 above, where most participants indicated that they would not consider coming back. Only 12% remained positive that they would recommend their associates to work for the department as shown in figure 11 above.

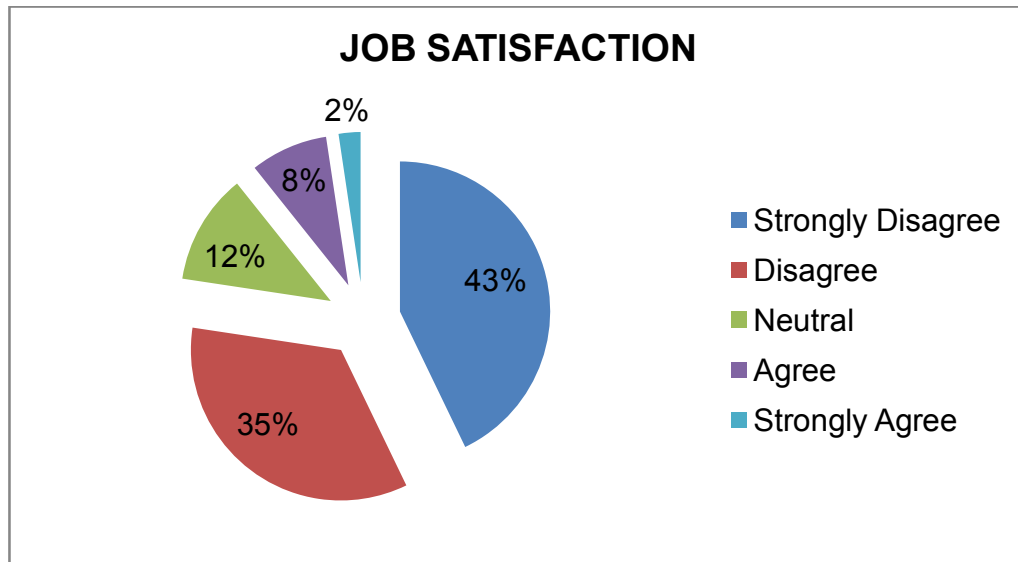
**5.5 Section C: Job Evaluation**

This section was designed to assess employee’s satisfaction levels with their previous positions. The answers were guided by the questions and answers obtained from the respondents as indicated below:

**1. I was satisfied with my position at GDF?**

Startlingly the results indicated that only 2% of the overall 84 employees who left the employ GDF were satisfied with their positions. The mesmerizing statistics was that 78% or

65 employees were not satisfied with their jobs as per figure 12 below. The study conducted by (Schumpeter, 2009) pointed out that in France Telecom, 24 employees during 2008 committed suicide due to dissatisfaction with their jobs.



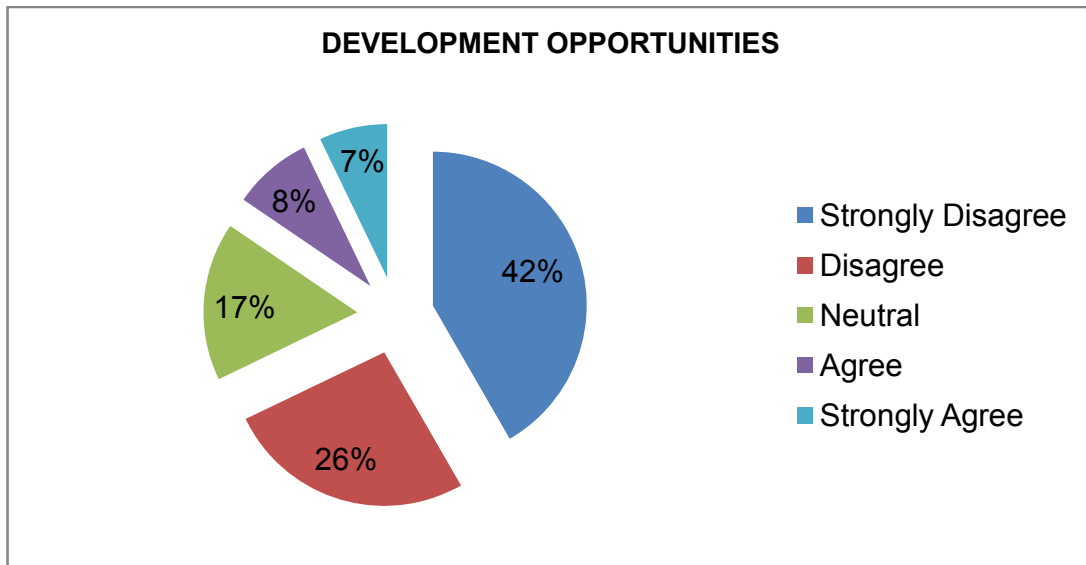
**Figure 12: Satisfaction with Job**

Schumpeter (2009) showed that “one man stabbed himself in the middle of a meeting (he survived) and a woman leaped from fourth-floor office window after sending a suicidal e-mail to her father declaring that she has decided to kill herself...I can’t take the new reorganization.” Within GDF, there have been quite a number of deaths and wacky movements since 2009, which may somehow be linked with the results obtained by Schumpeter. As at the end of 2010, ten people died and 15 for 2011 respectively as per the termination report. Although the mortality descriptions were not obtained to provide insight into how these employees died, however it could have added more benefit including the gender distribution levels. But there was a possibility that some of the employees who died may have been victims of some mental and behavioral disorders.

One of the common disorders as defined by the PEO is anxiety or fear that interferes with the normal functioning of human being. The 78% dissatisfaction rate can be attributed to workforce that experienced high levels of stress. Naturally the stress affects the thinking capacity of an individual including their emotions. As a result a person will have difficulties in concentration, pessimism, quick rise in temper, feeling of loneliness and isolation. A

study conducted by (Shahzad, et al., 2011) concluded that high rates of mergers have changed the organizational lifestyle that has resulted in time pressure, excessive work demands, role conflicts, ergonomic insufficiencies and problematic customer relationship all of which causes stress.

**2. Upper management invested in the development of new team members.**



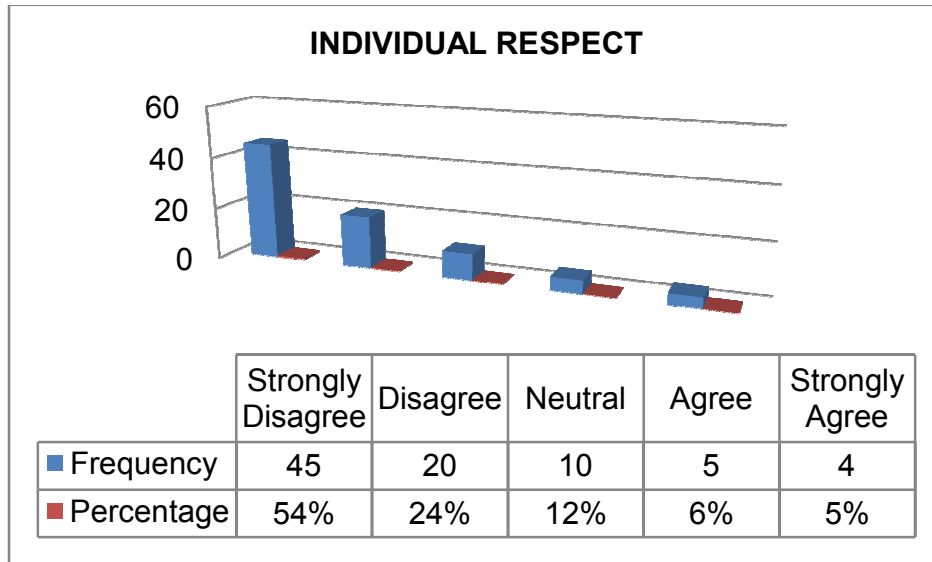
**Figure 13: Developmental Opportunities**

Sixty eight percent as per figure 13 above was dissatisfied with poor developmental opportunities, 17% was in limbo while 15% agreed to the statement. This inevitably may have stunted the overall productivity of the department. Employees who could have offered innovative solutions were somehow superfluous. Lack of development discouraged decision-making, disengaged employees and caused disjointedness. Managers thwarted in completing their tasks as they were unable to delegate properly for fear of being outperformed at work. This resulted in poor operations leading to high turnover. Mistakes have been undermined creating hostility and a lack of trust.

**3. Individual differences were respected in the department (e.g. gender, race, education levels, etc.)**

Organizational respect influences burnout above and beyond the effects of job demands and negative affectivity, (Ramarajan, 2006). Existing studies conceptualized burnout as stemming from the job or the individual, rather than the organization. The majority of the

participants revealed that there were low levels of respect within the organization, 11% indicated that individual differences were respected while 12% was anesthetized as per figure 14 below:



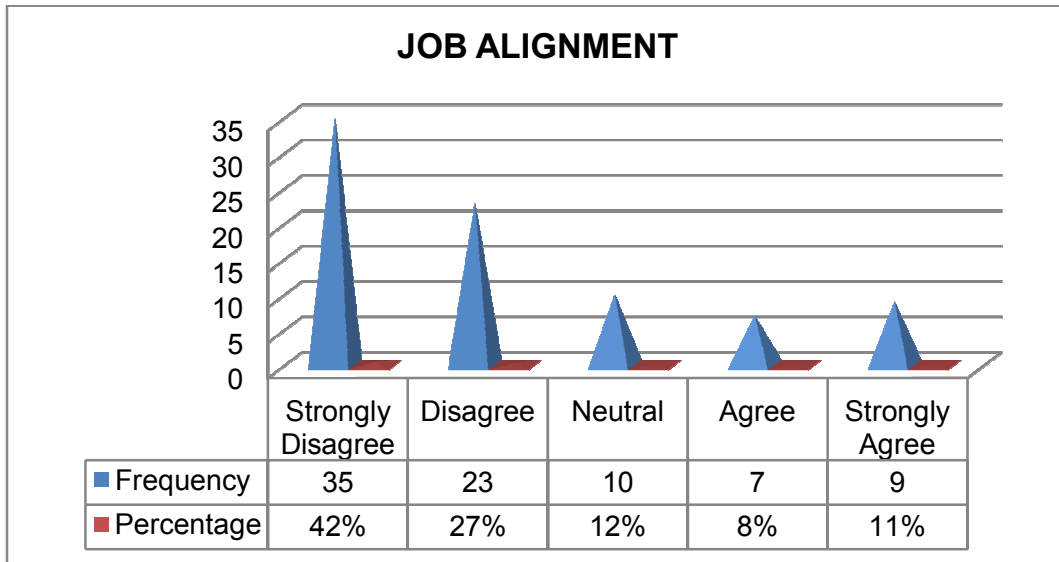
**Figure 14: Individual Differences**

Balovch (2006) indicated that the reason being that so many who carry the title "manager" lack the training, skills and the natural talent to be really good managers. All too often they carry forward their bad habits of management they learned previously, without any realization how much damage they inflict upon themselves, subordinates, customers and their organization. According to (Adebi, 2007), disrespecting workers often engenders apathy, resistance and burnout. The study also found that productivity levels decreased, diminished morale, strained communication between management and employees.

**4. I understood how my job was aligned to the departmental strategy.**

Sixty nine percent of the workforce who left the department did not understand how they fit within GDF. This is linked to the 70% response rate received in statement two, section B above, where there was lack of communication about the vision of the organization. Only 19% agreed that they knew how their responsibilities linked with the departmental strategy and 12% was in a shadow as per figure 15 above. Failing to align the job with the strategy often resulted in a fissure. Employees ended up not knowing where they were going to. One

major roadblock to strategy alignment and execution is the failure to get executive teams, managers and employees to view change as an opportunity (Ekelund, 2010).

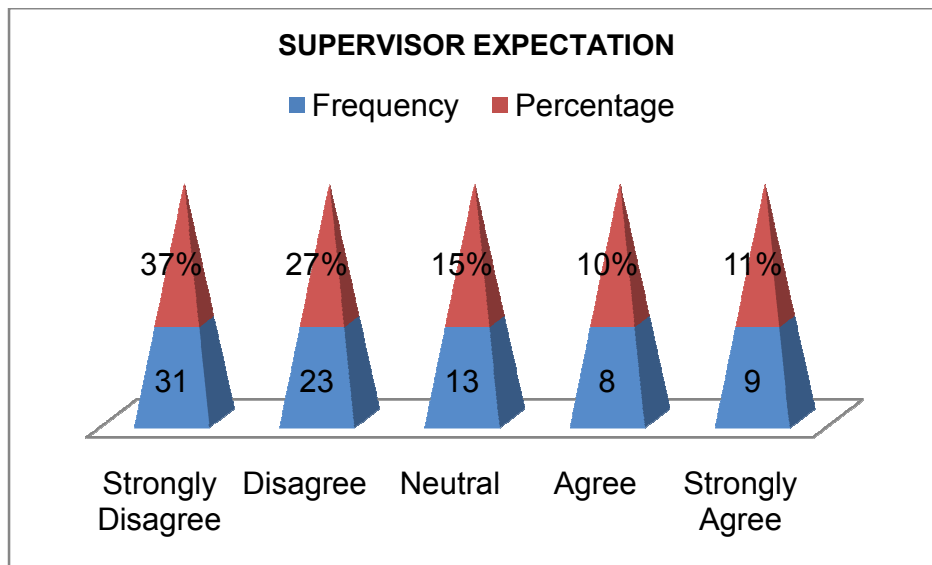


**Figure 15: Job Alignment to Strategy**

Furthermore the author highlighted that results are determined by the degree and the speed with which leaders align their organization to the strategy and build execution capability among important players to deliver the desired results. The lack of involvement of executors in the strategy development by top management was a result of poor integration and indenture management.

**5. The supervisor`s expectations was clear to me including the job performance.**

Fifty four people out of 84 indicated no knowledge of supervisor`s expectations. Only 21% highlighted that they knew what was expected of them and surprisingly 15% was curving or neutral as per figure 16 below. There was possibility that performance predicaments occurred between parties and therefore resulted in lack of performance agreements and vague expectations. In most cases performance problems in the office often induce absenteeism and/or tardiness. In most cases leaders are expected to comprehend and value workforce, allow it to determine the advantages of doing things differently in their own terms and take possession for their roles provided the manager`s expectations are clear and attainable.

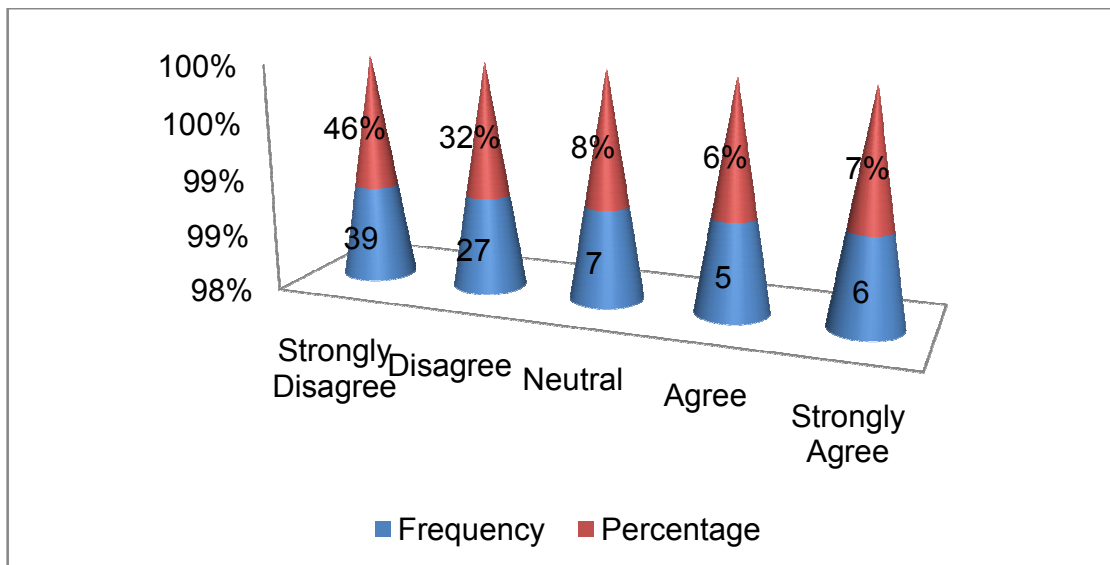


**Figure 16: Supervisor`s Expectations**

This in turn will result in action plans that will mirror their positions in the strategy implementation and in the end will increase the motivational levels and a "can-do" culture no matter what? Members of the organization can begin to feel their core beliefs while recurrently acclimatizing.

**6. My supervisor evaluated my work performance on a regular basis.**

Figure 17 below showed that only 11 individuals out of 84 agreed to the above statement, while 66 did not agree and 7 were neutral. Lack of performance evaluation hides many ills as it masquerades the essential faults in the organization resulting in poor decision making that ends up being fatal to the overall success of the department. In organizations that rely on people to provide services, turnover threatens the agency`s reservoir of expertise, organizational effectiveness and sustainability (Howard, 2008). The quality of service provided by the employees is critically influenced by the standards against which they are evaluated and remunerated. This is an indicator of what management prioritize. When the acceptable performance standards are deficient or do not reflect what the employer expects, the quality of service as perceived by customers is prone to suffer. Seventy nine percent of the employees did not clearly understand the role they had to play in the department and this reflected breakdown in the synchronization of the business processes.



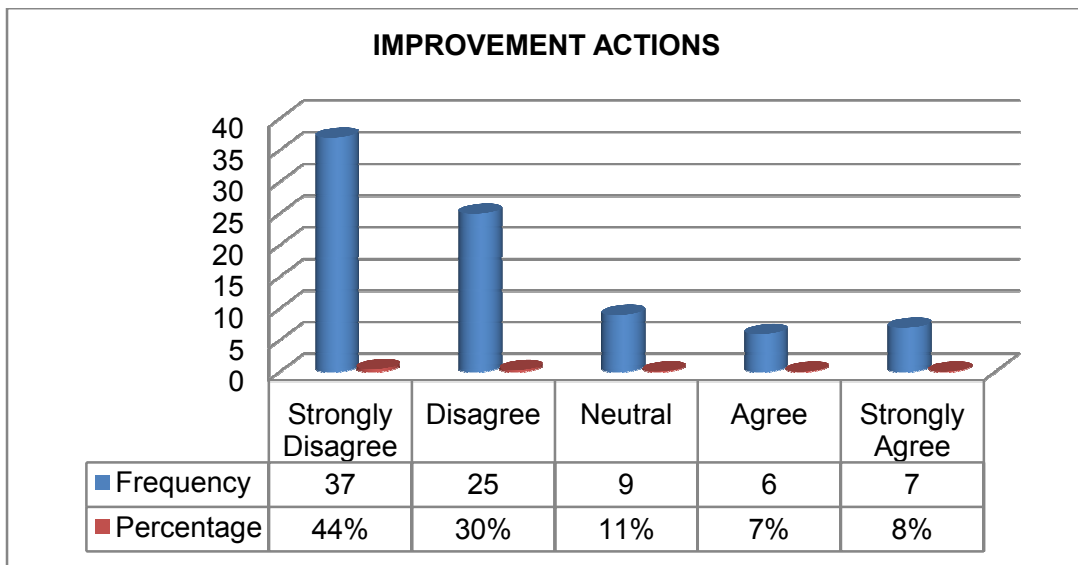
**Figure 17: Performance Evaluation**

Managers are vested with the authority and responsibility to set priorities, device work plan and monitor performance continuously. When they do not fully evaluate performance and understand the successes and/or failures, they triggered a chain of bad decisions and suboptimal resource allocations that resulted in perceptions of poor service delivery. Employees who remained behind are likely to face deprived behaviors from their supervisors and may not be able to go an extra mile. This may result in further low levels of motivation, poor productivity and loss of business. Evaluating the necessary knowledge, skills and competencies of employees and providing suitable training and development might considerably improve performance.

**7. My supervisor provided me with actionable suggestions on what I can do to improve performance.**

Seventy four percent (i.e. 44% + 30%) of the participants did not agree with the above statement as per figure 18 below. Merely 13 or 15% people who agreed that measures to improve performance were given, probably not good enough. The consequences of poor actions can gravely harm the departmental bottom line.





**Figure 18: Performance Improvement Measures**

Clashes may exist due to divergent work styles and dissimilarities about work. Conflicting with a manager or coworkers could result in refuse in performance. Replacing an employee can cost more of that employee’s salary when all costs are taken into account. If members do not acknowledge that there are problems and/or does not indicate any commitment to improve failures, then unsatisfactory performance may subsist. Quite rottenly ill-advised human resource threatens the departmental sustainability and a key schism will be formed which will add more destruction on the existing deteriorating employment relationships.

**8. How was your work experience at GDF and did it influence your decision to resign and/or leave?**

This question was designed to encourage respondents to better express themselves in own knowledge and/or feelings. There were lots of unfavorable experiences faced by the respondent as summarized below:

- (a) *“I worked for a person who could not articulate the direction and goals for the unit. My boss kept on changing his mind so swiftly that we did not know if we could rely on his decisions. I felt it was a healthier option to leave than potentially be fired and jeopardize a bad reference due to a worsening relationship.”*

- (b) *“It was exasperating when I put in long hours and worked hard to attain a deadline. My work was not reviewed for weeks, hence delayed the progress. I came to realize that I was not doing anything new and my chances for growth were restricted. So I decided to re-position my energy to find employment elsewhere and passionately I loved my job at GDF.”*
- (c) *“My manager did not evidently delineate the responsibilities and therefore did not hold anyone accountable for failures. Management reorganized and shuffled employees around, they created rigid structures while preaching co-operation. This resulted in loss of interest in the job I loved most, so resigning was a better plan than waiting until the department had nothing to give.”*
- (d) *“I was too sprained under the annoyance of my boss. There was no direction under the leadership of my manager and this compelled me to resign in search of a more empowering and fulfilling relation at another work place.”*
- (e) *“After few months of my arrival at the new building, one of the biggest challenges I encountered was lack of clear procedures for dealing with the copious challenges that suddenly faced management due to increased population at work.”*
- (f) *“I felt great pressure, diminutive time and continuous demands from management without clear direction. I could not be responsible enough to be an advocate for my section.”*
- (g) *“I missed the comfort and predictability of my previous job. Within GDF, there were conflicting thoughts almost every day that prohibited creativity. The tension and solitude in my role brought the worst in me.”*
- (h) *“I had to deal with frustration and usually closed my office as I did not want to be disturbance either by management or my team. I was annoyed and unreasonable with team members.”*
- (i) *“There was immense tension and as a result I experienced confusion and even anxiety about the work and how will I be evaluated by my manager.”*

- (j) *“I found myself spending limited time with my family and friends. It was traumatic for me especially after my husband complained that I no longer care about the family.”*
- (k) *“Every weekend, I was becoming lesser and lesser attached to my family, my children suffered in silence, so deciding to leave uplifted my family responsibilities.”*
- (l) *“Due to the tension I felt almost daily at work, I could not see even when my family needed me most, they were all alone and this created barrier between us. After leaving I felt renewed again.”*

## **5.6 Summary**

It is apparent that the majority of respondents encountered unconstructiveness due to lack of direction, poor communication, unclear structures, poor leadership and lack of performance management system. According to the research conducted by (Balovich, 2006), “employees do not leave their jobs due to company performance, they leave because of their bosses”. A lot of employees largely indicated that if given a chance again in GDF, they would not dream of coming back neither would they recommend their friends and/or family members as a career choice employer. Employees were fanatical about their jobs, but felt disparaged and disrespected by their supervisors. They were faced with inertia or rejection out of hand and when most employees are left in the dark eventually developed mistrust towards management and decide to leave.

Nzukuma and Bussin (2011) argued that transformation has left some employees with emotions of stress, denial, mistrust and resistance to new ideas and that government transformational agenda may not be a top priority for many. It is noticeable that there was failure to create sense of urgency. Seventy nine percent did not understand why change was made. In this regard the department failed to get ‘movers and shakers’ on board and underestimated the power of vision and communication. The majority of the respondents were females, predominantly African black and young. According to the research conducted by (Sugar, 1994), full time employment has long been associated with increased stress for

the mother. Women who enter the workforce are often faced with the prospect of two full-time jobs, one in the home and another in the work place. The resultant stress on the mother has been found to have negative effects on her child

Most women shared their experiences they faced with their families and this has been confirmed by Sugar. The author further stated that when there is conflict between work and family, the family is more likely to suffer than the employee's job performance. The researcher can conclude that women loved their families and deserting them meant family crisis that they could bear. So leaving was a desire to continuously protect their families and uphold a good relationship with them. The GSSC division conquered the number of people who left the department followed by GT and GFPO. The participant's sighted their bosses as inexperienced, peripatetic and brought apprehension that was allied with gloominess and impenetrability. The above findings addressed objective (i) and chapter 6 will address objective (ii), provide discussion, conclusion and recommendations in order to manage staff turnover effectively at GDF.

## **CHAPTER 6: DISCUSSION, CONCLUSION AND RECOMMENDATIONS**

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### **6.1 Introduction**

The previous chapter presented the research analysis and pertinent literature was incorporated. This is the final chapter of the research project, the findings will be discussed broadly, concluded and recommendations provided to the department. The research methods were revisited including the problem statement.

### **6.2 Data Collection Methods**

The research conducted focused on the quantitative research methods as means of gathering data in a non threatening manner. The Likert Scale was utilized for the purpose of data gathering that included structured and unstructured questions. In any assessment, it is habitual to pilot the study with a set of group to guarantee that there was no vagueness and misapprehension about the questions (Nyasha, 2011). Detail information about piloting was covered in chapter 4.

### **6.3 Research Problem Re-Visited**

The researcher noted how heavy the department was losing its employees since 2009, therefore wanted to find out the causes of turnover. The insights into the reasons why staff left the department were due to unproductive working conditions that materialized after the unification of the department. If the reconfiguration process was planned properly, the replies from the participants would have not been so pessimistic. There was lack of understanding of the main reasons why these three departments had to be combined into one department herein referred to as GDF. The former GSSC division was strongly affected by the activities that inhaled in their physical environment. The thwarting hotness resulted in keenness to hunt for alternative employment opportunities elsewhere and unaddressed environment that led to badly thought process of implementation. Interventionist strategies were needed to assist in preparing the workforce for unforeseen conditions. These strategies were likely to improve the project classification and buy in. Furthermore it could have assisted in plummeting the employees who did not understand the overall transformation.

## 6.4 Discussion of Key Findings

Based on the analysis of data received in the previous chapter, the following conclusions in table 8 below were reached regarding the participants experiences and will be discussed further below:

| REASONS FOR LEAVING                    | PERCENTAGE |
|--|------------|
| Poor working Conditions                | 87         |
| Failure to Create a Sense of Urgency   | 79         |
| Disrespect                             | 78         |
| Poor Performance Evaluation            | 78         |
| Job Dissatisfaction                    | 77         |
| Poor Structure and Systems             | 75         |
| Lack of Actions to Improve Performance | 74         |
| Lack of Direction                      | 74         |
| Poor Communication & Vision            | 70         |
| Poor job alignment                     | 69         |
| Lack of Development & Advancement      | 68         |
| Poor Supervisor`s Expectation          | 64         |

**Table 8: Common Causes of Staff Turnover**

The researcher identified that the workforce at GDF experienced their work environment as non-conducive to performing their roles sufficiently. The employer's task was to ensure that there was valuable atmosphere and made necessary arrangements for ensuring absence of risks in connection with the production levels. According to the research conducted by (Howard, 2008), poor work environment impacts on the employee physical and psychological health which in turn contributes to the job dissatisfaction. Toni (2007) articulated that another causes of turnover are not only on the job and its characteristics but on the work environment of the employee. The author further claimed that a good working environment attracts staff and if staff feels that the environment has been created to support them, they feel valued and motivated. Some participants were quoted saying:

*“Working with the equipment that was damaged posed a threat to the employees. The management`s reluctant not to attend to the operational problems resulted in failed production.”*

*“Deficiency of equipment made it difficult to attend to the customers` needs promptly... we had to go floor by floor to check if machines were working, if not move to the next floor*

*until we found what we were looking. This consumed a lot time, energy and caused distractions amongst business unit, as they complained incessantly.”*

Employees only do enough work to secure their jobs with no extra effort and consistently disagrees with management, resist change initiatives and do not support their co-workers period (Muteswa and Orlepp, 2011: 16). It is clear that these individuals experienced a lot of frustration and were working under trying conditions due to lack of proper working equipment. So when managers were looking for these individuals, there was great infuriation because employees were moving up and down trying to accommodate the employer's needs, yet their needs were disregarded. There was unnecessary workload that was hindered by the scarcity of staff. Ultimately managers were unable to administer and persuade their subordinates to bequeath quality services. There was no way that they can uphold high principles of operation, if staff members were not given adequate supplies to perform at their best.

Even the line managers were incapable of delineating the tribulations suitably and recommend what would and would not work. Some workers manifested the intention via decreased performance or increased absenteeism (Makhbul, *et al.*, 2011). As a consequence he/she will experience a difficulty in managing job`s responsibility and opportunity, this failure may lead to intention to quit. Shahzad, *et al.*, (2011) stated employees having low levels of job satisfaction are expected to leave within a year. So employees did not dissipate any minute, immediately after the merger the department experienced the turnover movements. According to (Makhbul, *et al.*, 2011), employees generally work harder and perform better when they are satisfied with their jobs, however if the job satisfaction is low, it will deter the individuals work commitment and increase the intention to withdraw oneself either from the job or organization. This was strongly felt by the executives by end of 2011. The moratorium linked to the recruitment process to fill vacancies in time, killed the business motivational levels due to staff shortages, overworked and the web of conflicting strategic priorities.

Insufficient alignment in the processes to achieve organizational objectives and how employees add value leads to employee leaving the organization (Muteswa and Ortlepp, 2011). The authors indicated that another reason why employees leave their organisation is

due to the poor match between the employee and the job or the organisation, therefore, if the organisation is not meeting the employees “needs”, their intentions to leave are increased which results in them making the decision to quit. There was disconnection between the department and workforce that led to miscommunication, poor decision making on operational and critical aspects. There was gross underutilization of capabilities of experienced employees. The figure below summarizes the linkages between the common causes of staff turnover identified:



**Figure 19: Linkages of Common Causes Staff Turnover**

Recurrantly deprived job alignment to the overall organizational objectives led to vague job descriptions which reduced the employee`s chances of successfully demonstrating his/her abilities. These individuals ended up not knowing how their skills fitted with the specific requirements because they were not properly defined. Increased staff turnover created huge threat to GDF and to some extent the provincial government`s ability to provide adequate services to the citizens (South Africa. Gauteng Department of Finance, 2011.). These workers were re-employed within the same industry by competitors therefore the staff turnover of these individuals at GDF will incur replacement costs resulting in a competitive disadvantage to the business. Bewilderment about the assignments to complete resulted in managers having impracticable expectations. Inadequate work descriptions enabled



workforce to think that their relationships was formed based on poor performance indicators, therefore their performance began to shrivel, resulting in apathy, complaints and low motivation. The generally accepted concept is that role ambiguity occurs when individuals lack a clear definition of their role expectations and the requirements/methods to complete their job tasks (Rizzo, House & Lirtzman, 1970).

They were frequently entering the situations where there was no possibility for complete information, therefore, it was difficult for them to cope. The lack of information may raise the uncertainty regarding expectations associated with the role (Gupta and Jenkins, 1985). Managers were reluctant to conduct their regular performance reviews and/or set realistic targets resulting in employees being hesitant about their immediate and future prospects. Foon, *et al.*, (2010) indicated that job stress occurred when employees perceive imbalance between their work demands, capabilities and resources. The inadequately functioning of the resources within the department reflected the collegial position in the marketplace. These negative processes filtered through the organizational hierarchical levels extending to poor staff morale which led to poor performance and production.

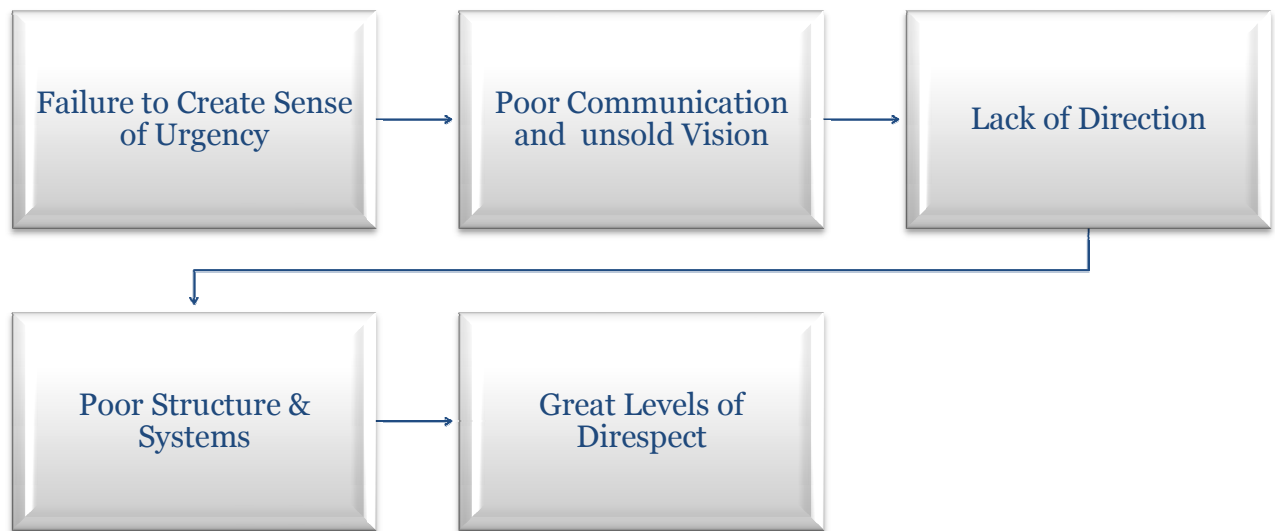
Lack of reviews led to intimidation amongst employees. According to (Jensen, 1997) performance appraisal must promote both institutional development of the organization and personal development of the people working within it. Integrating personal goals and organizational goals is an elusive but desirable objective, especially at a time when many workers feel alienated. The hostility indicated poor organizational health. The author further stated that the “we versus them” relationships inevitably lead to malaise for the organization and for the individuals within it. If managers are not hard-pressed to address workforce challenges and human resource requirements adequately, the transformational roadmap becomes non-existent. Jensen (1997) concluded by saying that organizations find it very difficult to demonstrate equity and consistency if personnel actions are not documented.

The system provides evidence of intent to make rational, organized and fair employment decisions without regard of age, ethnicity, gender and disability. From the researcher`s personal experiences, performance contracts and regular assessments display the employer`s eagerness to assist individuals in delivering and advancing their development,

thus enabling feeling of belongingness. When employees are given the adequate platform, they will be motivated and will drive the organizational activities actively from the least available resources. Staff needs to feel that the contributions that they made in the organisation are recognized and that their expertise and experience valued if the organisation is to maintain its commitment (Nyasha, 2011). Employees once committed may bring in new ways of doing things better thereby management can ensure prolific initiatives needed to reduce work-related damages.

This may result in employees positively accepting ambiance. Developing workforce to perform satisfactorily is part of managerial duties as it keeps them focused and up to date with the most useful tools of performing better in their streams. Without being properly guided and/or trained, they are not keen to complete their jobs quickly enough, hence resulting in respite production levels. The organization will continue to operate under outdated conditions, causing superfluous disagreements and disorders. From the researcher's experience, there were more than two people found doing one job. According to (Jensen, 1997), "no organization can afford a payroll padded with excess or inefficient works." If a public service agency has two people doing the work of one, it is simply not delivering what it should to its constituency, resources that should be going into key services goes to paychecks instead.

In times of downsizing, it is an economic fact of life that fewer resources must stretch to benefit more people. Figure 20 below further elaborated on the relation of common causes of turnover as shown in table 8. The protracted re-structuring process played a noteworthy position in deteriorating the employee morale levels. When people consider the circumstances surrounding them to be unfair, their decisions to quit heightened and they are likely to have in mind a particular event, thus invoking episode memory (Morrell, *et al.*, 2004). Seventy nine percent of the respondent did not understand why their departments were merged. The gap between the strategic vision, lack of practical change models and implementers of programmes resulted in disenchanted workplace. Stanley and Bernerth (2006: 354) indicated that one of the most consistent features across diverse change models is the ascribed importance of vision and its effective communication.



**Figure 20: Relation Causes of Staff Turnover**

No one would seriously challenge the idea that mismanaging organizational change can result in people choosing to leave (Morrell, *et al.*, 2004: 162). The authors referred to this as “shock”. A shock is described as necessary to, “shake employees from their lethargy.” Members of the organization were shocked, the rigid organizational configuration striped their time, suffocated their passion and creativity to work effectively. So their true options for job fulfilment were restricted. The merger was based on a political mandate to renew public service delivery by identifying critical focus areas including the “creation of decent work environment.” The department experienced huge amount of losses indicating failure to respond to the electoral mandate as more workers viewed the environment pitiable.

Salame (2006) noted that an increase in the turnover rate of productive employees is one of the greatest prices of corporate mergers and too often potential difficulties seem trivial to managers caught up in the thrill of the big deal. The author further emphasized that power struggles can be a major obstacle to the success of mergers and acquisitions. Clashes between the management as well as clashes within a company’s own management, can lead to the demise of a merger. Not only do power struggles distract management from focusing on business issues, but managers also tend to place their own self-interests above those of the business and often make decisions that will benefit them at the expense of the rest of the

organisation. Restructuring three departments into one entity within diminutive space is not a tale.

In its revised 2011 strategic plan, the department heavily noted increased turnover levels of valuable assets that created huge threat to GDF operations and lack of business continuity posed great risk to operational excellence. But nothing much was done to curb the losses and the freezing of position heavily contributed to the existing weakening conditions. Morrell, *et al.*, (2004) supported this by saying that if change leads to increased turnover, there will be loss of social capital for organizational success. Nzukuma and Bussin (2011) argued that transformation has left some employees with emotions of stress, denial, mistrust and resistance to new ideas and that government transformational agenda may not be a top priority for many. Lack of communication is a serious issue for merging organization.

The deliberate withholding of information creates major problems and contributes to confusion, uncertainty, loss of trust and loyalty on the part of employees (Salame, 2006). The SP revised highlighted that top management developed the plan without the involvement of line managers (i.e. the executors), hampering the implementation efforts deliberately. Many aspects that were directly linked to the success or failure of restructuring process were overlooked. In a staff meeting that was held January 2012, management could not clarify some of the prominent questions that were asked by the concerned officials about true direction GDF. Instead they were disconnected in the process, felt disarrayed and loss in management. There was lack of focus in the department as three entities that have been reconfigured into GDF have not yet been harmonized to operate as one entity (South Africa. Gauteng Department of Finance, 2011: 13).

This indicated that management saw that the strategy that was developed was not sufficiently capable of directing the department towards right direction, but due to power struggles, unresolved clashes between these departments, they decided to do nothing. Sliwka (2007) noted that managers are reluctant to change past decisions as this reduces their reputation already been shown and discourages them to make efficient divestiture. Salame (2006) noted that cultural differences that cannot be resolved affect communications, decision-making, productivity and employee turnover at all levels of the

organisation. It is apparent from the discussion that failure of management to understand the culture that was embedded in the new diverse workforce resulted in burnout. According to (Du Plooy and Roodt, 2010) burnout is a syndrome of emotional exhaustion and cynicism that occurs frequently amongst individuals who do 'people-work' of some kind.

Nzukuma and Bussin, (2011) noted that management style in South Africa is autocratic creating inter-group anxiety and unnecessary tensions that grew over time due the transformational efforts to redress the imbalances. The department did not intervened properly as stated by the vision statement, therefore the vision was developed in vain. The activities were not departmentalized accordingly nor work delegated to functional units. This has been proved by the 75% response rate received, where majority indicated that they did not understand the departmental policies and/or procedures including the structure. The renewal campaign became inflexible and communication was not introduced to bridge various cultures and structures correctly. Trying to manage the department with diverse cultures during cut backs and achieve coherence is not a straightforward mission. Managers were expected to distinguish the diverse cultures mixed up in different divisions, understand how they will change them instead of grappling everything in the dark, neglecting problems hence the solutions were embedded within.

## **6.5 Research Objectives Re-visited**

The objectives of the study were:

- i) to determine factors leading to high staff turnover; and
- ii) to recommend solutions to retain workforce.

The research objectives have been addressed productively and recommendations concluded in this chapter to assist the department curb and improve workforce requirements.

## **6.6 Limitations of the Study and Assumptions Re-visited**

The limitations that were experienced did not prevent the researcher from successfully conducting the study. According to (Siege, no date), a researcher is bound by rules of ethics. For example, the researcher must obtain a subject's permission before interacting with the subject. The research topic, problem statement and objectives were developed as the basis

of the study and approved by the supervisor. Permission was obtained from the entity under investigation in order to fully give pertinent information to the participants and enable them to make an informed consent to contribute willingly. The termination report served as the foundation for interacting with the participants. One of the qualities of researcher is to be versatile and be able to gather relevant information from various sources. The researcher managed to network with colleagues and/or friends in order to obtain the participants contact numbers.

The digital age has offered the researcher the benefits to eradicate the precincts by making research itinerant. With the societal trend of having almost everything online, the researcher registered on various networking sites namely Facebook, Twitter, LinkedIn and Whatsup. Participants were invited and the research explained the rationale for conducting research. An increased respondent flexibility was received and costs were substantially reduced. Research was taken out of the complicatedness and putted into the figure tips of participants as they were able to view the researcher`s invitation through cell phones, laptops, iPods and tablet computers. Coldwell and Herbst (2004) stated that an e-mail questionnaire can be one of the easiest ways to get a good response rate, since information may be needed quickly from participants in a non-threatening manner.

Hair *et al.*, (2000) supported the authors by indicating that emails offer fast and convenient way to accomplish research if the target market has access to the internet. The participants had access to the internet and emails served as the most valuable way to communicate with participants liberally due to the resource constrains given to finalize research project. The need to be proficient in the use of English among non-native speakers has become a global phenomenon (Martin, 2008). Martin (2008) further indicated that English is the world language, the “lingua franca” of modern era and is highly needed in the emerging, fast-growing local and international industries. English is generally understood across the country, it is the language of business, politics, media and is regarded as the country's “lingua franca” (South Africa. South Africa, 2012.).

So the researcher explained the usage of English to the participants as an intellectualized language which is an important instrument for sourcing information. In addition (Martin, 2008) stated that learning to speak and write in English in this age of globalization is

necessary especially if we would want to compete in the knowledge-based world. This is one of the major goals that the research seeks to accomplish in future. The researcher energetically persuaded the participants to participate in a survey and do not consider their languages as less important, but focus of assisting the researcher to a build constructive research project entirely supported by their experiences.

Shahzad, *et al.*, (2011) concluded that high rates of mergers, acquisitions and growing economic interdependence among countries due to many reasons have changed the organizational lifestyle that has resulted in time pressure, excessive work demands, role conflicts, ergonomic insufficiencies and problematic customer relationship all of which causes stress. The employees have been the victims of the factors that emanated from both inside and outside the environmental settings impacting shoddily on their levels of motivation. The tensions that grew internally from the top echelons, resulted in the lack of focus as the three departments that have been reconfigured are still segregated strategically and operational. The power struggles regarding the proper characterization and direction department dismantled workforce. As a result resource allocation will continue to be a challenge unless some or all of the recommendations provided are taken into consideration.

## **6.7 Opportunities for Future Study & Contribution to Knowledge**

The current study has provided an opportunity to explore an in-depth analysis and constructs of employee turnover within the Gauteng Department of Finance. The study has discovered multifaceted processes that drove turnover within the department, therefore unlocked a various areas for future research. The following studies can be undertaken in future:

- A study should be taken to the former departments (i.e. GT, GSSC and GFPO) to assess how they experienced the turnover movements independently;
- Involuntary turnover to understand the variables associated with it, because there could have been instances where employees resigned prior to disciplinary proceedings;
- Gauteng Department of Finance`s perception of turnover and the factors that contributed heavily to the employees departure;
- Impacts of high staff turnover on the operating performance and customers at GDF;

- A study for the lower level employees (i.e. level 1 – 8) who left the department including those who were employed on a contract basis; and
- A study to determine the probability levels of leaving in the next 12 months for the existing employees and the customer`s perception.

## **6.8 Conclusion**

The underprivileged working conditions strained the workforce to search for new employment opportunities elsewhere. As a result, they had low levels of motivation that were associated with frustration, anxiety and antagonism to continue to work for GDF. Management loath to articulate GDF`s direction healthy and align the business processes was a warning of vacillation. The political assignment was taken to widen the political obedience and not organizational best interest. Therefore the structural activities were ill-advised, nonspecific and hurriedly implemented without proper communication and commitment. The inattentiveness prevented the efforts and destroyed the employee spirits and allegiance in the process. Adopting some or all of the recommendations presented may assist the department to remedy the contemporary situation and thwart further losses. Reinstating its sphere as government institutions is of utmost importance to ensure that service delivery renewal is undertaken to abolish the discomfoting chronicles experienced by employees and build governments veracity.

## **6.9 Recommendations**

### **6.9.1 Staff Retention**

Voluntary turnover incurs significant costs both in terms of direct costs (replacement, recruitment and selection) and also in terms of indirect costs (low morale, pressure on remaining staff, product/service quality and organizational memory) (Morrell, *et al.*, 2004). The high staff turnover had the following negative impact on service delivery:

- Low employee morale remaining staff;
- Scarcity of staff at different levels;
- Reduced performance levels;
- Lack of communication; and
- Strategic drift leaving employees burdened with conflicting procedures/policies.



The researcher recommends the following guidelines for management of turnover, as set out in (Booyens, 1999: 375):

- Before attempting to lower its turnover rate, the institution should first decide what it considers an acceptable turnover rate for that organisation. This would depend on available staff numbers, the availability of opportunities outside, the level of turnover that is actually desirable in order to avoid stagnation and the cost of replacing each employee who leaves;
- It should determine why people left the organisation. Data should be collected and computerized, elicited through exit interviews carried out by an outsider. The data should be examined carefully to see if any patterns emerge. Management must then select measures which will have the greatest effect on lowering the rate, bearing such patterns in mind;
- When recruiting, care should be taken not to paint an unrealistically good picture of the organisation. The prospective employee should know from the start what it will really be like to work in the organisation. A reasonable fit between organisational goals and employee expectations is then possible;
- During the selection and interviewing process, special care must be taken to get an accurate picture of the potential employee. Employees usually do not think of leaving during their first six months. It is nevertheless important to see that their orientation has ensured that they are clear about what is expected of them, that they are able to use a variety of skills and that positive feedback will be given for the job well done;
- Provide good communication and co-ordination between units/departments by holding regular weekly meetings. During working hours with unit, staff to discuss changes in departmental policy, unit administration matters and listen to employee's suggestions and try to put their ideas into practice;
- Provide ample facilities for staff development and career advancement by promoting professional employees from within the organisation;

- Improve the performance evaluation system in order to reward good performance and assist employees whose performance is not very good. Maintain a spirit of co-operation, teamwork and the supervisors must be considerate and responsible;
- Try to make the employee's jobs as challenging and interesting as possible by eliminating non duties as far as possible to lessen the amount of work pressure for staff members. The ability to motivate employees is the key attribute to effective management; and
- Another effective approach to reduce the number of conflicts arising from staffing and scheduling is to use participative management. Participative management means including staff in decision-making. The managers should allow staff members as a group to plan their own schedules. Staff members have some creative ideas and when their ideas are implemented, staff members will be far more committed to them and co-operative in keeping the unit adequately staffed than they were under imposed routines.

### **The Outcome for Implementing the Guidelines are:**

The above-mentioned interventions will result in the following:

- Improvement in staff levels and morale;
- Efficient team building among staff members.

### **6.9.2 Job Stress Management**

The following strategies as suggested by (Wise, 1995: 511) can be implemented to reduce on-the-job stress:

- Employees' assistance programmes should be developed for reducing stress among employees and supervisors;
- Formal discussion groups and consultants are additional ways to help staff verbalize anxiety, seek help and advice from colleagues. Expert consultants in psychology or stress management can be brought in to assist the staff in identifying causes,

solutions and effective strategies to reduce stress. An unbiased observer can provide direction for the group;

- When units are changed or combined with other units it is important to retain some of the traditions of each unit as a way to help staff cope with change. Defining and redefining values and the vision of the organisation as it changes can be valuable. Providing time for reflection and understanding of the issues is important to prepare staff for changes;
- The physical programme may include health appraisals and counseling, weight loss, stop smoking groups and partial payment of fees for exercise clubs. Formal education programmes that are based on staff needs can decrease the pressures; and
- Humour workshops can be offered so that all employees can utilize this stress reducing technique.

### **The Outcome for Implementing the Guidelines are:**

Increasing skills in coping with stress is a vital component in management and leadership. A manager who can act as a role model and support her staff in times of stress is a beacon of light (Wise, 1995: 510). Managers will be able to cope with increased levels of stress if some of these interventions are implemented.

### **6.9.3 Lewin`s Model for Change**

Currently everyone in South Africa is experiencing change and everyone is trying to bring about change (Toni, 2007). The environment in which the department operates is constantly changing and expected to respond to political and financial pressures impacting on their daily operations. In order to compete, organizations have been forced to implement large scale change and quality improvement initiatives, which include reengineering, job relocations and management restructuring (Cole, *et al.*, 2006). When units are changed or combined with other units, it is important to retain some of the traditions of each unit as a way to help staff cope with change (Tappen, 1999). Providing time for reflection and understanding the issues is important to prepare staff for changes. To overcome these

problems, the researcher recommends the implementation of Lewin's Model for change (Toni, 2007) as it is an easy model to implement. Change management had the following impact to the organization:

- Lack of commitment and planning by senior executives;
- Defective project management skills;
- Lack of training and confusion among employees;
- Unrealistic expectations; and
- Lack of guidance and integration woes.

## **Lewin`s Model Application**

### **Unfreeze**

During this phase the department or management need to beef up employees and make them aware that the current situation is no longer appropriate and emphasize the need for change. They should make use of Stakeholder Analysis and Stakeholder Management to identify and win the support of key people within the organization. Furthermore they must create a compelling message as to why change has to occur and use vision and strategy as supporting evidence. The department must remain open to the employee`s concerns and address them comfortably.

### **Change**

The department must explain exactly how the changes will affect everyone, prepare everyone for what is coming and dispel rumors. Problems must be dealt with immediately, provide lots of opportunities for employee involvement and line managers must provide day-to-day direction and involve people in the process by generating short-term wins to reinforce the change.

### **Refreeze**

Anchor the changes into the culture by identifying what supports the change and barriers. They must develop ways to sustain the change and ensure leadership support. Support and

training must be provided consistently. Creation of a reward system and establishing of feedback systems is a must, thereby adapting to the organizational structure and celebrate success.

**The Outcome for Implementing the Guidelines are:**

- A passionate workforce with a shared purpose
- Better teamwork with developed strong leadership;
- Improved efficiency; and
- Adaptive organization that will successfully initiate and implements change on an ongoing basis.

The leader's ability to define and articulate a vision, mission, goals and objectives for the organization is a must for the follower's acceptance, hence will drive change efforts (Gill, *et al.*, 2011). Nzukuma and Bussin (2011: 4) indicated that it is imperative for core leadership to have sound emotional intelligence needed to retain this fluid workforce. The department needs to develop ways of encouraging creativity. Within the department there is CoI unit which can play a significant role in fostering creativity. They can make use of focus groups to identify needs and inform management about emerging proposals to resolve problems and meet employee needs.

According to (Salame, 2006) it is necessary for the firm to conduct cultural audit as a useful way of obtaining useful information about the merged companies' differing cultures and helps to evaluate differences and similarities in work standards and practices. This information can raise awareness of potential difficulties and issues in the merging process and allows the merging company to take steps to minimize culture clashes by building an effective communication structure. The author further indicated that part of the communication process should involve bringing together people in merged organizations and encouraging them to take part in both social and professional activities together. This would encourage the department to build on their common ground.

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## **APPENDICES**

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**Appendix A:** Request for Permission to use the Department for Academic Research

**Appendix B:** Questionnaires

SECTION A - Personal and General Information

SECTION B – Gauteng Department of Finance Evaluation

SECTION C – Job Evaluation

**Appendix C:** Invitation to Participate Survey & Consent Form