UNIVERSITY OF KWAZULU-NATAL

FACTORS INFLUENCING EMPLOYEE TURNOVER AT THE DEPARTMENT OF JUSTICE IN THE KZN REGIONAL OFFICE

By

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DECLARATION

I, Mthobisi Sibusiso Shangase declare that:

(i) The research reported in this dissertation, except where otherwise indicated is my original research.

(ii) This dissertation has not been submitted for any degree or examination at any other university.

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ABSTRACT

The aim of this study was to examine the factors influencing employee turnover at the Department of Justice (DoJ), Regional Office in the KwaZulu-Natal (KZN) province. The increasing rate of employee turnover has a negative impact any organisation in accomplishing its objectives or its service delivery. Losing employees that are declared critical leaves the organisation in a vulnerable state, while current employees are left with major backlogs, work overload, innovation and consistency decreases. This study employed the quantitative research approach to gather primary data. The research instrument used for the study was the questionnaire. The target population was made up of 128 employees from the DoJ Regional Office in KZN, however, only 110 responses/questionnaires were received from which the analysis for this study was drawn. Based on the findings, it was established that the 18 – 25 age group was the main contributory demographic to employee turnover within the DoJ Regional Office at KZN because they feel that they are not adequately recognised in terms of their qualification and that some of their qualifications are not in line with their job description. Hence many of the employees found it challenging to advance in their careers due to incorrect placements. The suggested recommendation is that the DoJ should create growth opportunities for the existing employees so that they can become competent as they strive to achieve their goals and perform to the best of their ability. All job descriptions and qualifications should be perused and employees should be placed according to their expertise and qualifications. Where an employee who has certain expertise and the qualifications cannot be placed immediately, that employee should be given added responsibilities so that they feel challenged in their jobs. It is also recommended that supervisors and managers should be trained on both intrinsic and extrinsic factors of motivation to ensure that there is a decrease in employee turnover.

LIST OF ACRONYMS

CD:	Constitutional Development
DFI:	Departmental Financial Instruction
DoJ:	Department of Justice
EAP:	Employee assistance programme
HR:	Human Resource
HRM:	Human Resource Management
IOD:	Injury on Duty
KZN:	KwaZulu-Natal
N-Ach:	Need for Achievement
N-Aff:	Need for Affiliation
N-Pow:	Need for Power
PMDS:	Performance Management Development System
SAQA:	South African Qualification Authority
SCM:	Supply Chain Management
SPSS:	Statistical Package for Social Science
TPF:	Third Party Funds

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CHAPTER ONE: INTRODUCTION

1.1 Introduction

Employee turnover is when staff leaves the organisation and hence have to be replaced. According to Grifeth and Hom (2010), employee turnover will always lead to potential benefits and disadvantages for an organisation. The potential benefits of employee turnover include for example, when an organisation decides to dislocate poor performance and introduce new knowledge or reduce labour costs in times of tough competition. The negative effects of employee turnover involve loss of productivity, increased workload on other colleagues, deteriorating morale on the remaining staff, economic cost and poor service delivery Lencioni (2010). This chapter introduces the study, presents the research problem, research objectives, research questions and the significance of the study.

1.2   Background of the study

The Department of Justice (DoJ) and Constitutional Development (CD) in the KwaZulu-Natal (KZN) Region and the Department of Correctional Services work closely together as their duties are closely linked to each other. The vision of the DoJ is to ensure that the justice system is accessible, promotes and protects social justice, and provides a clear, responsive and accountable justice for all (DoJ, 2013:1).Through government programmes, the DoJ ensures that all citizens get equal benefits, protection of the law and realisation of the Bill of Rights. The DoJ sympathises and defends citizens from disadvantage backgrounds, while the Department of Correctional Services ensures that the society is peaceful and safe by detaining inmates in safe custody.

The objective of the DoJ, particularly the Regional Office in KZN, is responsible to ensure a smooth running of the justice system across various magistrates' courts in the province of KZN and also to serve as a pillar for all magistrate's courts in the province.   In some instances, the Regional Office does not only serve the courts but the members of the community by trying to resolve issues emanating from the court level such as irregularities on the service rendered by an employee or unpaid maintenance monies on one or more consecutive months. Members of the public can escalate any irregularities up to the Regional Office.

It is the duty of the Regional Office to render services such as recruitment, selection and mobility in order to ensure that the public is served by people who are qualified for the job, who understand what is expected from them, people with no criminal offence and who serve the public by adhering to the eight Batho Pele Principles in order to ensure successful service delivery. The function of the Regional Office entails pay-out of benefits to employees across the province which includes the termination of service, be it resignation, retirement or death cases. The function of finance section of the Regional Office is responsible for making sure that they refute fruitless expenditures and avoid illegal use of state monies which includes the illegal awarding of tenders to the service providers. This is performed through the guidance of the Departmental Financial Instruction (DFI).

This study examines factors that contribute to employee turnover at the DoJ Regional Office in KZN. Anbuvelan (2008:201) defines employee turnover as the rate of change in the working personnel during a certain period. It signifies the shift of the work force into and out of the organisation as well as the measure of the extent of the work force into and out of the organisation. Employee turnover is the degree of the extent to which old personnel exit the organisation and new personnel enter into service during a certain period. A certain amount of turnover is unavoidable which includes amongst others retirement, employees who move away to another geographical area, employees who exit the organisation for various reasons such as to go back to school, retire or leave the workforce.

Depending on the root cause and the character of the person exiting the organisation, employee turnover can either ruin or be of benefit to the organisation. The benefit of employee turnover is that it opens doors for new people with new innovations and a fresh perspective to join the organisation. Hence, employee turnover can have a direct impact on the company revenue and profitability of the organisation (Creswell, 2009).

1.3 Research problem

In the last few years, the DoJ has been experiencing high employee turnover which has negatively impacted the organisation such as the deteriorating quality of service, loss of productivity, failure to meet deadlines and work overload of the co-workers. By having to take on the tasks of the previous employee, the day to day duties of certain employees have doubled (Justice Today, 2015:1). The high employee turnover is due to various reasons. Consequently, if this phenomenon is not attended to, the performance of the co-workers would drop. In addition, some employees have to work extended hours without being remunerated in order to ensure that the backlog is completed. The result of the work

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overload would ultimately result in high levels of stress, dissatisfied employees and low work morale which in turn will lead to tardiness, absenteeism and ineffectiveness of the organisation (De Franzo, 2012:1).

In addition, the process to appoint a new staff (from the recruitment to the selection stage) at DoJ takes approximately one month. The process of appointing a new staff is also costly as the Department has to pay for the travelling expenses of some of the panel members (if not all) during the short listing stage and thereafter for the interview stage. Another expensive is that a language proficiency test is required if the position is for a Court Interpreter (Justice Issues, 2015). Therefore, it is crucial that the DoJ human resource management (HRM) in particular engage with the high employee turnover in order to eliminate the increasing rate of employee turnover.

1.4 Aim of the study

This study aims to examine the factors influencing employee turnover at the DoJ in the KZN Regional Office.

1.5 Research objectives

This study seeks to achieve the objective sets out below:

- To determine the extrinsic factors that contributes to employee turnover within the DoJ of the KZN Regional Office;
- To establish the intrinsic factors that contributes to employee turnover within the DoJ of the KZN Regional Office; and
- To offer recommendations to the management of DoJ of the KZN Regional Office on how to decrease employee turnover.

1.6 Research questions

The research questions for this study are formulated as follows:

- What are the extrinsic factors that contribute to employee turnover within the DoJ of the KZN Regional Office?

- What are the intrinsic factors that contribute to employee turnover within the DoJ of the KZN Regional Office?
- What recommendations can be offered to the management of DoJ of the KZN Regional Office on how to decrease employee turnover?

1.7 Research design

The research design is based on a descriptive and explanatory quantitative study. The questionnaire was selected as the research instrument to collect primary data for this study.

1.8 Limitations of the study

Since this is a quantitative research, respondents had limited options in a closed-ended questionnaire as opposed to an in-depth interview that is used in a qualitative study.

1.9 Significance of the study

It is crucial for any organisation to study employee turnover in order to avoid incurring unnecessary costs associated with employee turnover, deteriorating quality of service, increased workload to the remaining/ current staff and employee dissatisfaction. This study may assist the DoJ to discover the root cause of employee turnover within the organisation. This research also seeks to provide a guide to the intrinsic and extrinsic factors allied with employee turnover and areas that needs to be addressed in order to eliminate employee turnover.

A sense of belonging is very important for the growth of any organisation (Bains, 2007). By providing a conducive work environment, employee motivation and morale would be improved. In understanding and attending the key elements of employee turnover a competitive advantage would be obtained which means that employees would be retained, productivity would be improved, costs will be reduced and higher levels of turnover in most companies would be eliminated. It is significant to ensure that workers are inspired at work. The DoJ should deliberate on the areas that affect employees negatively which ultimately lead to employee turnover (Mabindisa, 2013).

Relevance of this study is three-fold. Firstly, findings will be made available to the HR policy makers to effectively assist them run the organisation. Secondly, its findings will contribute to

the educational discourses in relation to management in general. Thirdly, the society will enjoy the benefits of an efficiently run Department if the DoJ implements the recommendations suggested for this study. Recommendations from this study can be applied across all DoJ Regional Offices in all provinces.

1.10 Structure of the dissertation

The structure of the dissertation is as follows:

- **Chapter One: Introduction of the study**

This chapter presents the background of the study, problem statement, aim of the study, objectives of the study, research questions and the significance of the study.

- **Chapter Two: Literature review**

The theoretical framework underpinning the study is broadly discussed in this chapter and is based on the review of literature that is pertinent to the study.

- **Chapter Three: Research methodology**

This chapter discusses in detail the research methodology that was employed for this study. The research design, the survey method and the instrument that was used for data collection is also presented in this study.

- **Chapter Four: Data analysis**

This chapter depicts the analysis of data and presents the discussion of the findings.

- **Chapter Five: Conclusion and recommendations**

Chapter five concludes the study and offers recommendations emanating from the analysis of the results.

1.11 Conclusion

This chapter has provided an overview of the study. The research questions were formulated from the problem statement, research aims and objectives of this study. Employee turnover is a challenge at the DoJ in the Regional Office of KZN. The employee turnover ultimately leads to staff shortage which negatively impacts on service delivery. The next chapter presents the literature review that relates to this study. The focus of the next chapter is on previous studies that have been conducted on employee turnover, and in particular on the intrinsic and extrinsic factors of employee turnover.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

According to Pease (2015) an organisations biggest asset is its employees. Management should take note that a healthy workforce is a happy and productive workforce. Hence if employees are happy they would stay with the organisation for many years. However, employee turnover is negative when a good performing employee leaves the organisation, the organisation is unable to function at its optimal, hence affecting the service delivery (Ebodey, 2011). The literature review for this study was guided by the theoretical framework of Herzberg's two factor theory of motivation which is divided into two themes namely intrinsic and extrinsic factors of motivation.

2.2 Theoretical framework

This study adopted Herzberg's two factor theory of motivation (Figure 2-1) which discusses the intrinsic and extrinsic factors that motivate staff to either stay or leave the organisation. Herzberg *et al.* (2017) point out that very often an organisation that experiences an increase in employee turnover needs to understand Herzberg's two factor theory of motivation so that employees can be retained.

Figure 2-1: Herzberg's Two-Factor Theory

INTRINSIC FORCTORS

EXTRINSIC FACTORS

EMPLOYEE TURNOVER
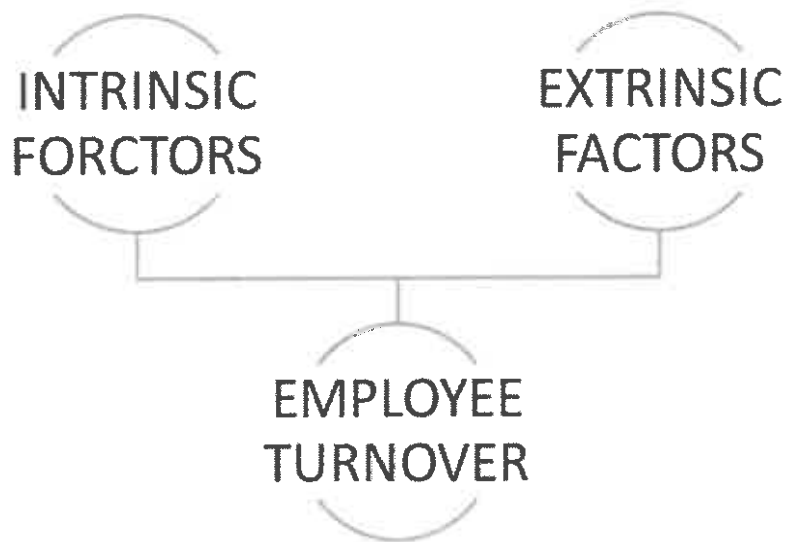
Source: Andersson (2017)

2.2.1 Intrinsic factors

Sungmin (2009) discussed that Herzberg described intrinsic factors as motivation to employees, sense of responsibility, recognition of employees, advancement, room for growth and work it Tan (2014). Hence, the absence of these factors could influence employee turnover.

2.2.2 Extrinsic factors

Hossam and Quang (2010) explain extrinsic factors as the hygiene factors within the workplace which are working conditions, co-workers, job security, supervision, pay, personal life, policies and procedures Tan (2014). Therefore, the absence of these factors could also cause employee turnover.

Mabindisa (2013) argues that Herzberg's two-factor theory of motivation should be popular to management so that they can use it as an approach to motivate employees. Management interference of Herzberg's theory is apparent, in order to prevent the increasing rate of absenteeism and decreased performance which leads to increasing

employee turnover. It is crucial that management come up with essential changes by adding hygiene factors and motivators to the job. Herzberg *et al. (2014)* suggested that job enrichment is a good approach towards building satisfaction into the job content. Frey and Osterloh (2011:105) mention that if managers want employees to do well in their job then they should give them the correct job to do. Factors that contribute to job dissatisfaction usually relate to the job context and are categorised as hygiene factors (Mabindisa, 2013). Therefore, it is crucial for an organisation to have clear job content, hire willing and capable candidates, have a clear responsibilities and roles that would ensure job satisfaction and good employee performance.

2.3 Herzberg's two-factor theory of intrinsic motivation

Figure 2-2 represents Herzberg's Two-Factor Theory of intrinsic motivation. Each factor is explained below. The first factor is achievements as discussed below.

Figure 2-2: Herzberg's Two-Factor Theory: Intrinsic Factors

Intrinsic Factors

Achievements
Recognition
Responsibility
Growth
The Work

Employee Turnover

Source: Andersson (2017)

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2.3.1 Intrinsic factors: achievements

Achievement and motivation commonly work collectively (Ryan, 2012:138). McClelland (2009:227) assert that motivation is "a recurrent concern for a goal state or condition as measured in fantasy which drives directs and selects the behaviour of the individual". If an employee is not motivated it is most likely that there will be no goal set to achieve something by that particular employee. Psychologically, employees can be motivated in different ways in the workplace to accomplish a certain task (Wigfield & Eccles, 2002:119). What motivates one employee is absolutely different from what motivates the other employee. Job functions and people's personalities can possibly influence how each employee responds to the work demands and what it takes to complete a specific task.

Establishing his work on the work of Henry Murray, McClelland (2009:228) focused on three specific motives: the need for achievement (n-ach), the need for affiliation (n-aff), and the need for power (n-pow). He further stated that n-ach person has the desire to excel in relation to a set of standards and are essentially eager to succeed. The n-pow individual aspires to be influential and have an effect on an organisation. The n-aff individual has the aspiration for close personal relationships. McClelland's three needs, are non-sequential, but instead are used relative to each other.

As asserted by Mishra (2017:230), the reason for the need for achievement theory is to target the characteristics that will make employees motivated. McClelland (2009:227) describes the n-ach person as a person who is achievement-motivated, a person that seeks accomplishment of challenging, realistic goals, and the progression in their job. There is a robust need for feedback as to achievement and progress and a necessity for a sense of accomplishment. Kaila (2005:552) asserts that n-ach people are also known as big risk takers, they are motivated by a constant challenge and always have a need to learn new things. Achievement-motivated employees generally set goals that they can affect with their ability and effort, provided such goals are believed to be achievable.

Schein and Schein (2017) argue that the need for the achievement theory is very important and helpful particularly in the organisations that struggle to identify exactly what keeps their employees motivated. The authors highlight that highly motivated staff tends to be more satisfied, productive and committed to the organisation. The senior management of the organisation needs to understand that employees are motivated by different factors. Therefore, it is extremely important to retain top performing employees and also maintain a high performing organisation in terms of service delivery (Vasantham & Swarnalatha, 2016:93). It is crucial that organisations provide employees that are high in the need for

achievement the necessary level of challenge and learning. If the senior management does not realise that high achievers should be provided feedback more frequently as per their performance and does not give feedback, these employees might feel undervalued, unhappy and this could lead to employee turnover (Sutter, 2013:1). Simple understanding of employee needs can have a high influence on the quality of work and job satisfaction which can ultimately avoid unnecessary employee turnover.

Singh (2015:145) assert that it is important that most organisations adhere to McClelland's seven characteristics and attitudes of achievement-motivated employees in order to achieve the following results:

- Employees describe achievement as more important than financial or material;
- They find pleasure and satisfaction in achieving the aim or task than receiving public recognition or praise;
- Financial incentive is deemed as a dimension of achievement and not an end in itself;
- Security is not the main motivator nor is the status;
- To the employee, feedback is very crucial because it allows the dimension of achievement not for motives of gratitude or praise. Basically, feedback must be measurable, realistic and reliable; and
- Achievement-motivated employees seek constant improvements and other conducts of doing things better.

Achievement-motivated person favour a job and responsibility that satisfy his needs and that offer opportunities and flexibility to set and achieve goals, for example entrepreneurial roles, sales and business management. Nelson and Nelson (2012:39) assert that most employees want to be acknowledged and appreciated for successfully completing a task. Even if it is not a public praise the employee stills feels intrinsically motivated. Sometimes these employees can be described as having a tendency to become very absorbed in their work (Jex &Britt, 2008:238). The next factor in Herzberg's Two-Factor Theory of intrinsic motivation is recognition.

2.3.2 Intrinsic factors: recognition

Smith (2009:19) discussed that it is natural for every employee to desire to be given recognition and be rewarded for a job well done. It does not always have to be monetary. According to Ventrice (2010:4), sincere appreciation is one of the simplest yet exciting recognition a manager could give an employee. Recognition keeps employees motivated,

hence, producing positive effort while also reinforcing the employee's actions and behaviours.

Whittington *et al.* (2017:86) mention that an effective manager is able to understand and know how to assist employees to enhance their performance and will consistently provide feedback and coaching to the employees which is essential for growth and the construction of successful teams within the organisation. The authors assert that if this does not happen, employees will feel undervalued and that their effort is worthless. As a result, they will exit the organisation because of the lack of recognition. Creswell (2009) warns that when employees are not recognised it would possibly lead to poor performance and is indicative that there is simply no potential for growth within the organisation.

McQuerry (2012) further argues that when there is a lack of employee recognition, the employee feels trapped in a dead-end job which ultimately leads to the organisation losing good talent. Branham (2012:41) warns that talented employees will feel compelled to job-hop from one organisation to another seeking growth and better remuneration. It is the duty of the organisation to assist employees in developing new responsibilities and required skills for current positions in order to better their future advancement particularly within the organisation. Achor (2016:37) point out those employees who can see the potential for growth and comparable compensation are motivated to stay with an organisation.

In most companies about eight out of every ten employee contributions are not recognised (Robbins *et al.*, 2009). These management errors of omission are costly and are missed opportunities to increase engagement levels with the employees. It only seems logical to understand why most managers fail to recognise employee's effort (Branham, 2013:1). According to the study conducted by Branham (2013:1) the following reasons were identified as to why managers fall short when it comes to recognising their employees:

- **Some managers are not sure about how best to recognise, hence they do nothing:** This is very easy to understand as most people would tend not to do things if they are not sure on how to do them. Organisations can easily correct this error by providing training to managers on the basic principles of effective recognition.

- **Other managers have never received much recognition themselves, hence they are not motivated to give it to others:** Most managers would only give recognition to the staff if they have received it before.

- **Sometimes managers believe that employees will assume that they are deceitful if they suddenly start praising them:** It is a good thing of a manager decides to give

recognition when it is merited. The key point is to give recognition on a specific above and beyond contribution and mention how much it means for the business than to just say "you are doing a great job".

- **Most managers are concerned that if they give recognition to some employees, others will feel unfairly overlooked:** In every organisation the employees know who deserves recognition and who does not. The mistake some managers make is that they praise the entire team when it was really one individual that accomplished the task.

- **They harbour a fundamental disrespect for some types of work or workers:** Managers sometimes state that a monkey could do that job, which is disrespectful to the employees. Some organisations tend to favour the sales or expertise driven department. All jobs and all employees are important to the organisation and therefore should be given the due respect that they deserve.

- **They believe employees know they are replaceable and should not expect to receive special treatment:** Too many leaders are counting on a poor job market to motivate employee loyalty which is endemic to the current economy.

- **They do not believe that they have to pay employees above market for sustained high performance or give bonuses for distinct achievements:** The fact is only about a third of the employees in an organisation believed that their pay is linked to their performance. The best employers offer best pay for high performing employees.

- **They believe that the employees they recognise will respond by asking for a raise.** Some employees will definitely ask for a raise. However, managers should expect and be prepared to discuss a raise if the need arises.

- **They do not know enough about the employees' jobs to distinguish between average and superior performance.** Managers who cannot make distinctions between average and superior performance among their direct reports should not be managing them. The next factor in Herzberg's Two-Factor Theory of intrinsic motivation is responsibility.

2.3.3 Intrinsic factors: responsibility

According to Dwyer (2017:1), responsibility is one of the greatest motivator in an organisation. The author goes on to state that in some instances employees will think they are ready to make decisions, however management may be of the opposing view and may never give them a chance. According to Marion (2014:41), responsibility can be a major factor that can offer lasting change of attitude. Therefore, Herzberg *et al.* (2017:119) asserts that empowering employees could be a serious investment towards the company's future.

Kay and van Putten (2007:41) point out that monetary compensation alone will not retain current employees. However, if good performing employees are not given a chance to learn and grow within their jobs it will eventually lead to labour turnover. Bostock (2014:50) state that good performing employees want to be in an organisation where they add value in their jobs and are rewarded accordingly. Carbery and Cross (2013:128) posit that rewards can come in many forms namely increased responsibility or an opportunity to attend networking events and conferences. Carroll (2009) highlights that employees prefer a work setting that provides conditions, such as working for and with other good performing employees, they want to be free from micro-managing and performing job that adds value to the organisation as a whole.

In some organisations the question still stands as to who is responsible for an employee's training and development. However, long-term personal development is still the responsibility of the potential worker. Laasch and Conaway (2014:345) mention that only when an individual is hired, then professional development becomes the responsibility of the employer. The authors add that even though an employee is hired with certain knowledge, skills and abilities, however, if the role and responsibility of the position changes then the company have a corporate social responsibility in terms of investing in human capital. If an employee feels that there is a lack of responsibility by the employer he or she will definitely be sceptical to invest in the company by assuming increased responsibility, working extended hours and handling evolving tasks. If these factors persist, they lead to an increasing rate of employee turnover within the organisation and calls for an urgent attention from the management (The Evolution, 2012:1). The next factor in Herzberg's Two-Factor Theory of intrinsic motivation is growth.

2.3.4 Intrinsic factors: growth

Lawrence (2000) defines training as a process where employees are equipped with the skills and knowledge they need to operate within their work environment. It is an activity that changes the behaviour of workers. Brewster and Hegewisch (2017:118) view training as a crucial tool in Human Resource Management (HRM) practices. Recently many organisations have come to realize the need and importance of training and development in their workplace.

According to Muncherji *et al.* (2009:433), training in an organisation is crucial as it enables employees to contribute to the success of the organisation and to perform according to the standards of the organisation. Most companies are reluctant to particularly new employees for training. They prefer to allow employees to learn about the job from senior employees and supervisor's, however, this kind of training will never be sufficient instead it contributes to employee turnover (Muncherji *et al.*, 2009:433). Employees feel disadvantaged that they are not given the opportunity to grow within the organisation or externally. After attending a particular training an employee receives a certificate that proves that he or she was trained in a particular field. Carl (2000) points out that many organisations require the certificate to prove that the employee was trained in a specific field prior to them being employed within the organisation. Hence receiving training with a certificate is of paramount importance to the employee.

Shamuzzoha and Shumon (2013) state that before an employee accepts employment an explanation should be given that training is not provided within the organisation or that the specific job has no growth opportunities. If the employee is aware of the work conditions prior to them signing the work contract, then any false hope of advance mentor growth within the organisation will be avoided. The next factor in Herzberg's Two-Factor Theory of intrinsic motivation is work.

2.3.5 Intrinsic factors: work

Danish *et al.* (2015) argues that in order for any organisation to excel in a competitive market, there are factors that's need to be considered to boost up the organisation so it can achieve this goal, such as work force. Any organisation can develop itself by inspiring and improving efficiency of their workers by employing appreciation techniques. Rewards management system can also be used as one of the systems to show appreciation and it is one of the fundamental capabilities of human resource management to entice and keep

talented personnel by means of motivating them to perform well when executing their tasks. Sometimes readiness of employees to use their creativeness, skills, and knowledge defines the success of the organisation because it shows that they are happy to execute their duties as required or as per their job description. Benefits and other rewards can be utilised as an effective instrument for improving the performance of employees within the organisation. Most organisations try to intrinsically and extrinsically inspire and improve the task performance of their employees by implementing several human resources practices. Poor remuneration for employee's performance could result in decreased motivation level and job dissatisfaction. For success of any organisation, capitalising in making workers skilful when it comes to performing specific task can be a good option.

2.4 Herzberg's two-factor theory: extrinsic factors

Figure 2-3 represents Herzberg's Two-Factor Theory with regards to extrinsic motivation. Each factor is explained below.

Figure 2-3: Herzberg's Two-Factor Theory: Extrinsic Factors

Extrinsic
Factors

Supervision

Work Conditions

Pay

Job Security

Poor Job Match

Employee Turnover

Source: Andersson (2017)

16
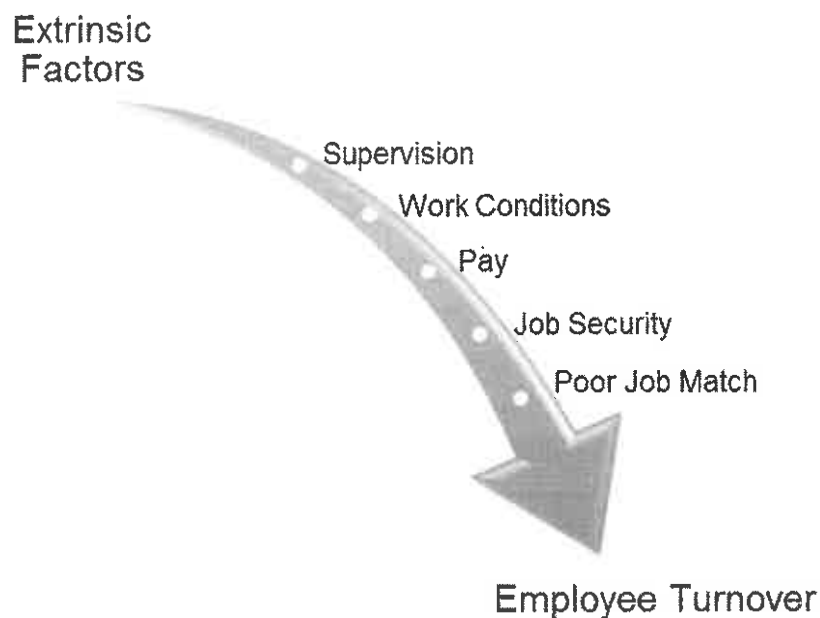
2.4.1 Extrinsic factors: supervision

Wagner and Harter (2014:49) posit that poor supervision will always make an employee feel miserable even if they are fully committed to the organisation. It is most likely that most employees will consider leaving the organisation if the immediate supervisor persistently creates an uncomfortable working condition (Frey*et al.,* 2000). According to Ukandu and Ukpere (2013:197), employees often feel pressured or persuaded to leave their jobs because of the toxic relationship between them and their immediate supervisors. It is typical and natural for human beings to want routine, structure and consistency. Copeland (2012:72) mentions that if the work relationship is positive and motivating, even if the employee's salary wage is average or if the work environment is stressful, the employee will continue working only because of the work relationship that is present.

Bach and Edwards (2013:200) highlight that it is crucial for new managers in the organisation to have resources and tools they require in order to be successful in their leadership roles. A specially designed training and development for supervisors should be provided as early as possible. Smither (2014:86) posits that managers should also undergo a performance evaluation process that is similar to other employees to ensure that employees have a proper way to communicate feedback about their managers. By directly speaking to the employees and providing a questionnaire survey on an annual basis will assist in better understanding common reasons for employee turnover. The organisation will be better protected from experiencing repeated employee problems. As a result, employees who are well managed, engaged and well remunerated are most likely to be loyal and be productive for years to come (Shamuzzoha & Shumon, 2013).

Unfortunately, according to Pink (2010:201), poor supervision is common in most organisations which ultimately affects the organisation financially due to decreased productivity. Ezeanu (2010) asserts that there is a strong link between various forms of poor supervision and employee turnover. The following are some of the negative effects of poor supervision that leads to employee turnover:

• **Decrease in motivation:** According to Aasheim (2012:103), a decrease in motivation applies in a situation where an employee is given a task and responsibility that does not match employee motivation and a job that does not fit employee personality. Thus, an employee is unable to enjoy day to day activities and ultimately motivation decreases, particularly in prolonged periods of time.

- **Decrease in performance:** Herzberg *et al.* (2017:119) mention that among other things, poor supervision refers to poor communication, bad organisation and an ineffective flow of work within the organisation. Therefore, employees tend not to perform at the top of their potential. Although they may be very competent, this competence is not reflected in the same level of performance.

- **Lack of hope:** Pragman (2017:29) posits that sometimes employees feel compelled to remain in the job they dislike or jobs that are not performing well in if they feel things will change in the near future. The main problem with poor supervisors is that they are blind to the reality and to the struggles of workers, hence, it is difficult for an employee to believe that things will get better anytime soon.

- **High levels of stress:** Hurley (2012:91) state that working under the supervision of an unskilled manager is filled with tremendous pressure. Poor supervision can manifest itself in confusing orders such as aggressive communication, employee being overworked and toxic criticism which creates high levels of stress within the team and ultimately motivate employees to leave their jobs.

- **Bad relationship:** Ezeanu (2010) points out that management has a great input into good people skills. However, a poor manager is basically a manager that lacks communication skills and employees find it difficult to relate and communicate with them. Therefore, under conditions of poor management, employees frequently complain about the quality of relationship with their direct manager which is also an incentive for an employee to abandon his job and look for another.

- **Lack of trust:** Ezeanu (2010) is of the view that a poor supervisor will often create a room of disbelief. There is always a breach between what workers are told or promised, what actually transpires within the group, between the supervisor's words and the actual facts. This suddenly makes employees lose trust in their supervisor and the organisation in its entity. Hence employees become more tempted to leave the organisation.

Thompson and Bates (2009:33) assert that it is therefore crucial that managers become knowledgeable about the negative consequences that poor supervision has on the organisation so that decision makers will be able to make informed decisions accordingly. Mathis and Jackson (2011:43) opine that by rewarding good management, electing best people for key management roles, and frequently training managers, an organisation can produce a good work setting and ensure a low employee turnover. The next factor in Herzberg's Two-Factor Theory of extrinsic motivation is working conditions.

2.4.2 Extrinsic factors: Work conditions

Working conditions refers to extrinsic factors which have an impact on worker's job satisfaction (Luthans, 2015). Working conditions can be referred to as temperature, ventilation, noise and lighting. Very often workers are concerned with their work setting for personal comfort and to increase job performance. Studies have showed that personnel like physical surroundings that is clean, secure, comfortable and with a little or no distraction (Robbins, 2015).

Furnham (2012:368) point out that poor working conditions come in many ways for example it could be irregular working hours where employees are anticipated to work more than eight hours a day without being remunerated. Another example of poor working conditions is that employees are forced to work during the weekend with limited time-off per month (Furnham, 2012:368). Duell (2012:1) warns that poor working conditions is a detrimental factor that poses a threat to the organisation as employees feel over-worked and eventually decide to exit the organisation. Many employees feel that working overtime or every weekend leaves them with no social life or time to spend with their families (Duell, 2012:1).

A study conducted by Andersen (2010) revealed that working in a crowded environment is one of the factors that contribute to employee turnover. It does not only impact negatively on service delivery but is also a health hazard. In some organisations the working space is so crowded that even the air flow is poor. In addition, the lack of equipment particularly in organisations that requires specific gear before resuming your duties adds to poor working conditions. Hales (2013:18) mentions that employees often feel undervalued and unappreciated if the employer is reluctant to change poor working conditions and ultimately they end up leaving for a better job with a better working environment. According to Spector (2013), employees who realise that there are greater levels of restrictions with regards to their work setting are most likely to be dissatisfied with their work and eventually consider leaving the organisation. Therefore, it is crucial that employers offer a healthy and conducive work setting as it is a contributing factor to employee turnover. The next factor in Herzberg's Two-Factor Theory of extrinsic motivation is pay as discussed below.

2.4.3 Extrinsic factors: pay

According to Smith (2009:19), inequity in pay structures is one of the leading causes of dissatisfaction and can compel employees to exit the organisation. If employees new or old find out that other employees that are on the same level is getting paid a higher salary, then

he or she will become dissatisfied and find it a reason to leave the organisation. Therefore, Martin and Whiting (2016:30) recommends that every organisation must have every employee's jobs evaluated not just as a tool for compliance with legal requirements but as a tool to avoid experiencing high unnecessary employee turnover.

However, Crowley (2011:88) asserts that it is a fact that there is no competition with an organisation that is willing to pay their employees a higher salary which ultimately gives room for a potential threat of high labour turnover. McQuerrey (2012) mentioned that an organisation should therefore ensure that the pay rate for employees is on average with other industries. This creates an environment where employees are satisfied even if there is not many benefit packages or significant pay rises. An employee feels appreciated with other good performance compensations namely giving them paid time off which can be used as one of the strategies to retain staff (McQuerrey, 2012). The next factor in Herzberg's Two-Factor Theory of extrinsic motivation is job security as discussed below.

2.4.4 Extrinsic factors: job security

According to Dwyer (2012:15), every employee in any organisation is concerned about job security and has a fear of job loss. If an employee feels that his/ her job is not secure then he or she will ultimately consider leaving the organisation for a more secure job. According to Geertz (2008b:89), job security creates a serious threat on the satisfaction of the extrinsic needs of workers due to potential loss of stable income and intrinsic needs could also be affected such as competence and autonomy. Secure attachments to the job will always foster the well-being of workers as they symbolise secure relationship within which an individual satisfies his or her needs for competence and autonomy. Although employee engagement is heavily influenced by intrinsic motivation of individuals. Van Schalkwyk *et al.* (2010) discovered job insecurity to be negatively interrelated to employee engagement.

Van Schalkwyk *et al.* (2010) argue that in most organisations it is the managers or the co-workers that have an impact on how employees feel about their work particularly if the relationship with co-workers is poor or if there is poor supervision. Van Wyk (2007) conceptualised job insecurity as the major concern with regards to the future of an employee's job and it comprises of two main influential components which is the recognition of threats patterning to job security and the concern about these threats. Quick and Tetrick (2011:533) warn that job insecurity does not only affect the well-being of employees but it also has detrimental effects to the entire functioning of the organisation. The authors opine that employees that are experiencing job insecurity in their organisation tend to be less

supportive towards the goals of the organisation and fail to make an effort to deliver service that is up to standard or quality service. Therefore, job insecurity contributes to an increasing rate of employee turnover (Faragher & Cooper, 2013).

According to Mäkikangas *et al.* (2013), insecure employees often leave the organisation to search for a more secure career opportunity. In most instances it is the top performing employees than tend to exit the organisation to secure new employment elsewhere. Barling *et al.* (2008:288) point out that an organisation will experience an increase in employee turnover if the employees feel insecure which ultimately has a negative effect on the recruitment process and training and development of the newly appointed employees. Valuable employees are lost in the process especially the employees that are needed by the organisation. The link among job insecurity and the intention to exit the organisation has been well recognised in previous studies (Ncede, 2013). The author adds that job insecurity possibly affects turnover through a reduced engagement on the part of employees. The next factor in Herzberg's Two-Factor Theory of extrinsic motivation is poor job match as discussed below.

2.4.5 Extrinsic factors: job match

According to Geertz (2008a:295), organisations should try by all means never to hire employees that do not meet the requirements, are not qualified for the job or are not in line with the culture and goals of the organisation. Managers should not try to enforce a job fit when there is none. This is more like attempting to fit a size-six foot into a size-seven shoe because it normally ends badly and neither management nor employee will be happy (Smith, 2009:20).

According to Burden (2014:1), approximately fifty-one percent of HR managers believe that a poor job description is most likely to mislead employee's expectation which is what portrays them as being a poor fit for the job and eventually drives them to leave the organisation. Additionally, the author mentions that approximately sixty-eight percent mentioned that poor job description contributes to weak candidate pools and fifty-nine percent believe they result in wasted time with irrelevant candidates who have the wrong skills. Hutchison (2017:180) mentions that the lack of clarity is very demotivating for employees and hence affects their loyalty and involvement within the organisation.

The lack of clarity causes a lack of accuracy in team work as each individual will not be able to understand his or her role. Schultz and Schultz (2016:180) assert that there is a strong association between poor job description and increasing rate of employee turnover. Poor job

description easily leads to mismatched job expectations which causes employee to be unhappy and decide to exit the organisation. Gallie (2013:145) points out that HR manager must be cautious when drafting a job advert especially the job description because if it is badly written then it will result in poor quality of work and the wrong talent will be brought into the organisation.

There are greater chances that the organisation would recruit wrong people if the job description is wrong. Therefore, in order for the organisation to attract good quality contenders who understand what is anticipated from the role and how to make a positive impact in the organisation, correct and proper job description must be in place (Kirkpatrick & Kirkpatrick, 2006:145). The authors add that workshops and seminars could be conducted to educate HR managers about the implications of improper job descriptions which will ultimately result in the improvement of employee retention and team effectiveness (getting the right person for the right job).

2.5 Co-workers and employee turnover

Co-workers and employee turnover is the degree to which colleagues are capable, helpful, and friendly to another dimension that impacts job satisfaction (Robbins *et al.,* 2015). According to Ncede (2013) employees who are very supportive and helpful to one another tend to be satisfied with their jobs and feel welcomed within the organisation since co-workers are the pillar of support, advice and security to other individuals, particularly the newly appointed candidates.

Luthan (2015) argue that if the relationship is good, good communication, encouragement, support and understanding among co-workers leads to a good working environment where employees are happy, hence limiting the chances of increasing the rate of employee turnover. In most instances, workers take note of the levels of satisfaction of other subordinates and then master these behaviours. Lavinsky (2012:115) mentions that most employees believe that if an organisation's veteran employees are hard workers and communicate confidently about their jobs it makes it easier for new employees to perfect this behaviour and become satisfied and productive. Schein and Schein (2017:55) state that the opposite can also be true and results in employee turnover.

2.6 Personal life and employee turnover

According to Royal and Agnew (2011:165), many organisations across the country still require employees to do more with less which is what leads to increased dissatisfaction with work-life balance. Strategic solutions such as flexible work schedule can sometimes be insufficient to address these mounting concerns successfully. It is much better if the organisation focuses on a long-term solution to a work-life balance issue in assisting staffs to work more efficiently so that they can identify opportunities to start to rebuild their workforce. If an organisation provides an enabling work environment and additional personnel resources it can easily assist workers to accomplish work tasks efficiently which leaves them with more time to attend to their personal responsibilities (Crampton, 2013).

According to Royal and Agnew (2011:165), workers who received work-life balance support in their organisation have great confidence in their organisation's ability to recruit talented employees who are also more satisfied with their compensation. The employee assistance programme (EAP) is a valuable benefit to assist staffs that has difficulty coping in life (Richard, *et al.* 2014:28). Issues that the EAP can assist with included but not limited to the relationships, health, trauma, substance abuse, depression and financial problems. The EAP service usually offers assessment and short term counselling (Maiden, 2014:9). If the organisation provides proper support for work-life balance and EAP support, it is most likely to lead to the following factors:

- **Improved confidence in the ability to recruit top talented employees:** based on the findings of the research conducted by Ying-Chien (2010), approximately seventy-one percent from prominent organisations for work-life balance delivered ratings of good or very good when asked if their organisation is able to recruit top talented employees when compared to forty-five percent of employees from laggard organisations for work-life balance.

- **Greater satisfaction with compensation:** on the leading organisations for work-life balance, about fifty-eighty percent of employees agreed with the statement that says "I believe I am fairly paid for the work I do" when compared to fifty-eight percent of employees belonging to the organisations that ranked at the bottom for work-life balance (Ying-Chien, 2010).

According to Nzimande (2012), in most organisations, employees work extended hours with more irregular schedules. For an organisation to address the issues of work-life balance and lessen the workload of good performing workers there must be a basic solution developed by the organisation to enable current workforce and strategically come up with key roles that need to be supplemented from the outside because if this is not done, top performers might consider leaving the organisation.

A survey conducted by the Hay Group Insight (2013:1), work-life balance perception rated the lowest in the Middle East and Africa. It depicted that in Africa about forty-four percent of employee's received work-life balance assistance from their organisations. Southern Africa was classified the lowest amongst other regions with forty-three percent of employees receiving work-life balance support from their organisations and a nine percent decline from 2011.

2.7 Conclusion

Intrinsic and extrinsic factors that influence employee turnover were highlighted in this chapter. If employee motivation factors are not addressed correctly, it will have a huge impact on employee turnover which ultimately causes a negative impact on service delivery and the effectiveness of the organisation. Pay scale is one of the key factors that influence employee turnover. If workers are not happy with their remuneration, they will leave their current organisation to seek greener pastures elsewhere. Employees need to be recognised and be rewarded so their performance can be rated, hence, improve competence. These factors can lead to an increasing rate of employee turnover and contribute to the work overload to the remaining employees. The following chapter gives clarity on the research method and the research design that was employed in this study.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides an in-depth discussion on the method that was used for data collection and analysis. The term methodology denotes more than just the method the researcher intends to utilise to collect data. It is important to consider theories and concepts that underline the methods, for example, if the researcher wants to point out particular features of sociological theory, test an algorithm for some aspects of information retrieval or sometimes test the validity of a specific system. The researcher has to depict that there is an understanding of the underlying concepts of the methodology (Fluid survey, 2014:1).

Trochim (2006) argues that when the researcher describes the research methods, it is essential to mention how the researcher addressed the hypothesis and/or research questions. Research methods are best when described in sufficient detail for the study to be simulated or at least be repeated in a similar way in another situation. Every section should be justified and explained clearly by elaborating the reasons for choosing particular methods and materials. This chapter discusses the research design that was employed in this study, the target population, the sample size selected, the analysis of data and ethical considerations.

3.2 Research design

Cooper and Schindler (2014:125) mention that a research design is the blueprint for the measurement, gathering and analysing the data. It is the overall strategy that is used to incorporate the various variables of the study logically, which will efficiently address the research problem. The explanatory and descriptive research design is typically used in a quantitative study and was hence used in this study.

Heppner *et al.* (2007:225) state that the descriptive research design answers the "questions of who, what, when, where, and how associated with a particular research problem". Descriptive research assists to gather information and knowledge regarding the current status of the phenomena and to describe "what exists" with regards to variables in a situation.

Causal research is also known as explanatory research (Shi, 2007:46). According to Yousaf (2017:1), explanatory research is intended to explain the research questions of the study and not just describe the phenomena studied. Explanatory research is usually utilised to assist the researcher to conduct an in-depth problem that was not studied before. The explanatory research is not used to present conclusive evidence but assists in understanding the problem more efficiently. Explanatory research is utilised to frame a research phenomenon so that a particular investigation can follow (McNabb, 2014:29). Yousaf (2017:1) adds that explanatory research increases the understanding of a certain subject, there is a flexibility of sources that can be used (literature review) and better conclusions can be reached in that there is a greater understanding of the area of study which ultimately increases the usefulness of a study's conclusions.

3.3 The Research Philosophy

Bryman and Bell (2005:154) describe quantitative research as the most commonly used study when a researcher wishes to measure the level of occurrences using numbers and calculations. How often? and how many? are questions that are often asked when conducting a quantitative study. Data can be collected by utilising close-ended questionnaires, experiments and others.

Essentially, quantitative research entails the collection of numerical data to interpret a specific phenomenon, specific questions that appear to be suitable to be answered using quantitative methods (Fox *et al.*, 2017:140). Examples include: how many male students acquire a first-class degree at the university in comparison to female students? what is the percentage of school leaders and teachers that belong to ethnic minority groups? These are the questions that the researcher needs to peruse quantitatively since data the researcher intends to collect is already available in a numerical form. In essence, there are few phenomena in education that happen in the form of logically quantitative data (Daniel, 2011).

According to Muijs (2011), most of the data that do not logically seem to be in a quantitative form can be gathered in a quantitative way. This can be done by a researcher through the design of research tools that are aimed precisely at changing phenomena that do not logically exist in a quantitative form into quantitative data which the researcher can then analyse statistically (for example, conducting a study on beliefs and attitudes). The researcher might desire to gather data on the workers' attitudes to their work and their supervisors.

Explicitly, these attitudes do not certainly exist in a quantitative form and can never be formed in the shape of numerical scales but the researcher can construct a questionnaire that asks workers to rate a number of statements for example, "*I think work is boring*" as either strongly agree, agree, strongly disagree or disagree and provide each answer with a number for example 1 = agree, 4 = strongly disagree. Basically, this is how quantitative data on "workers' attitudes to work" can be generated. Similarly, the researcher can gather data on a wide range of phenomena and make them quantitative using data collection tools such as questionnaire or tests.

The quantitative research was used for this study as it has the ability to use mathematical and statistical approaches to measure results (Blankenship, 2000). In order to ensure reliability and validity of the study, the quantitative approach allows for the tabulation or analysis of accurate data as compared to the qualitative approach. Furthermore, the use of quantitative research allows for the generalisation of the information about the phenomenon being studied. The seven characteristics of quantitative research (as discussed below) were also adhered to for this study (University of California, 2014).

3.3.1 Characteristics of quantitative research method

- Data collection tools that contained items that solicit measurable characteristics of the population (for example age, number of sections within the office as well as the number of workers and) was used;
- Standardised and pre-tested instruments guide for collecting data was used to ensure accuracy, reliability and validity of data;
- For more reliability of the data analysis, a normal population distribution which is more preferable than a non-normal distribution was utilised. This requires a great population, this vary according to the characteristics of the population and also depend on the numbers;
- The data obtained using quantitative methods was organised through the use of tables to combine big numbers of data to depict differences, relationships, or trends among variables. This assists to foster understanding to clients or the readers of the research investigation;
- The quantitative method can be repeated if the situation permits to verify and verify findings in another setting to strengthen validity of ground breaking findings or discoveries, hence eliminating likelihood of erroneous conclusions;

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- Quantitative formula or model derived from data analysis was used to envisage outcomes. Thereafter, scenarios were constructed using complex mathematical computations; and
- Advanced electronic and digital instruments were used to gather and measure data from the field.

3.4 Research Strategy

There are numerous research instruments that a researcher can utilise to collect primary data from the respondents namely "surveys in the form of a questionnaire, reading of other studies, observations, focus groups and interviews" (Singh, 2006:191). Monsen and van Horn (2007) mention that questionnaires are one of the most common research instrument that is used to collect data for a quantitative study. The questionnaire was used to gather primary data for this study. The questionnaire according to Remenyi (2011:88) has many advantages. The questionnaire saves cost, time, can be collected from a scattered sample and a large sample can be used. Lucas-Alfieri (2015:23) however asserts that the questionnaire also has disadvantages. The use of questionnaire does not allow for in-depth responses, some questions may not be clear or simple to understand and the response is dependent on what the respondent is feeling or wishes to divulge.

3.5 Target population

A target population is a group of people who possess similar traits in a research study (Fox and Bayat, 2007:52). Targeted population for this study consisted of employees from seven directorates or sections as indicated in Table 3-1.The total target population was 128 employees.

Table 3-1: Target population

Directorates	Population
Regional Head office	4
HR	38
Finance	26
Legal services	17
Court services	14
Auxiliary	8
Supply chain management	21
Total	128

3.6 Sampling strategies

The probability sampling method was used for this study. The probability sampling method has a unique characteristic in that every unit in the target population has a non-zero or known probability of being involved in the sample (Saunders *et al.,* 2009:213). Trochim (2006) describes probability sampling as a method that uses a form of random sampling. In order for a researcher to obtain a random selection method, there are processes and procedures that the researcher needs to set up in order to make certain that different units in the population have an equivalent chance of being selected.

Generally, humans have long been practicing different forms of random selection, for example, picking out of a name in a box. This is normally done when colleagues want to give presents to each other during the year end function in order to avoid biasness. The probability sampling method was used for this study as it allowed for the calculation of specific error and the avoidance of biasness in the data collected for the study. The use of probability sampling also offered an equal chance to every unit participating in the study as well as an opportunity of being selected from the population (Botan, 2000).

3.6.1 Cluster sampling

Myers (2010) defines cluster sampling as a sampling method used when "natural" but relatively diverse groupings are apparent in a statistical population. In this sampling technique, the entire number of population is divided into clusters and simple random samples of the groups are elected (Leedy & Ormrod, 2010:206).For this study the cluster

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sampling technique was used as it was a quick and easy sampling method to use in that every individual in the target population was seen as a cluster (per section and region) and were given a fair chance to participate.

3.7 Sample size

According to Blankenship (2000), a sampling process is when a researcher selects units such as people or organisation from a population the researcher is interested in. Sampling allows the researcher the ability to generalise the results back to the population which they were chosen from. Sample size is defined as the act where a researcher chooses the number of observations or duplicates to be involved in a statistical sample. This is a crucial feature in any empirical study where the aim is to make implications about the population from a sample (Mabindisa, 2013).

The guide below allows for the selection of a sample size (Leedy and Ormrod, 2010:213):

- Where N = 100 or less, the entire population should be surveyed.
- Where N is around 500, 50% should be sampled.
- Where N is around 1500, 20% should be sampled.
- Where N is greater than 5000, the population size is almost irrelevant and a sample size of 400 will be adequate.

The population size of N in this research study is 128. The entire population had to be selected to participate in this study in order to account for variance, response rate, and margin of error.

3.8 Data collection techniques

Creswell (2009) refers to a questionnaire as a tool that has numerous questions aimed at collecting data from the respondent. In most cases, questionnaires are usually designed for statistical analysis of the responses from the respondents (Saunders *et al.,* 2009:144).

This study used the questionnaire as a method of collecting data from the respondents which also assisted in interrogating the intrinsic and extrinsic factors. Questionnaires were distributed to the sample within the DoJ the KZN Regional Office.

3.9 Pilot Study

The draft questionnaire was tested on 10 employees from the target population. The questionnaire was tested for clarity of questions, simple to understand, time taken to answer and ambiguous questions. All participants indicated that the questions were clear and simple to understand. The time taken to answer the questions was less than 10 minutes.

3.9.1 Administration of the Questionnaires

The questionnaires were emailed to the sample. All respondents were alerted three days prior to the delivery of the questionnaire (via email) that the study will be carried out. The nature and purpose was explained to them. Respondents were offered five days to complete the questionnaire and return via email.

3.10 Collection of the Questionnaires

After five days the following responses were received (see Table 3.2):

Table 3-2: Sample size

Section/Department	Responses
Regional Head office	3
HR	33
Finance	22
Legal services	15
Court services	12
Auxiliary	7
Supply chain management	18
Total responses	110

3.11 Data analysis

The Statistical Package for Social Science (SPSS) was utilised to analyse the data collected for this study. Descriptive statistical analysis that involved the use of tables, and non-parametric inferential statistical analysis were used for this study. Inferential statistics according to Welman *et al.* (2005:236) has to do with inferences that a researcher can build in relation to subject's indices on the establishment of the matching indices acquired from samples drawn by chance from the population.

3.12 Data quality control

Baamann (2014:2) explains data quality control as the process the researcher implements to control the data usage with known quality measurements for an application. Usually, this process is done after conducting the process of data quality assurance, which entails discovering data inconsistency and correction. According to Baškarada *et al.* (2014), every questionnaire must be perused for the following prior to the analysis of data (which was followed for this study):

- Severity of inconsistency;
- Incompleteness;
- Accuracy;
- Precision; and
- Missing / Unknown information.

3.12.1 Validity and Reliability

Validity can be defined as "the extent to which the instrument measures what it is intended to measure" (Leedy and Ormrod, 2010:28).Reliability is "concerned with the reliability and consistency of findings"(Rubin and Babbie, 2009:90).The research instrument was designed after a thorough search of literature and other surveys were reviewed. The questions were formulated to ensure that the research objectives and research questions that were formulated for this study were answered. The Likert rating five-point scale was used to ensure that respondents were given the option to also remain neutral if they so desired, hence enhancing the validity of the study. Double barrel questions were also avoided to ensure the validity of the responses.

3.13 Ethical consideration

Ethical clearance was obtained from the University of KZN after obtaining a gate keeper's letter from the DoJ which authorised the conducting of this study. All respondents were informed via email of the nature and purpose of the study and that they could withdraw from participating if they so desired. Privacy, anonymity, confidentiality and consent from the respondents were upheld in this study through the guidance of the supervisor and authorised personnel within the DoJ. No names of the sample were used and responses were analysed numerically.

3.14 Conclusion

The quantitative research design was selected as the appropriate research approach for this study. The pilot study was conducted with 10 participants in order to test the validity and reliability of the questionnaire. The targeted population consisted of the KZN DoJ Regional Office employees. A survey was used to collect data from the total population of 128 which also made up the sample for this study. Based on the responses collected from the survey, the following chapter focuses on the results analysis obtained from the respondents and discusses the findings thereafter.

CHAPTER FOUR: DATA ANALYSIS AND DISCUSSION OF THE FINDINGS

4.1 Introduction

This chapter present the data that was collected from the respondents through the use of questionnaires. This study aimed to examine the factors influencing employee turnover at the DoJ in KZN in the Regional Office. The total number of population for this study was 128 employees. Questionnaires were structured according to the 5 point Likert-scale and were pilot tested before the final distribution to the respondents was conducted. The SPSS package was used to analyse data collected from the respondents.

This chapter presents the results that were obtained from the respondents through the use of questionnaires. Section A of this chapter presents the demographic factors and Section Band C is representative of the analyses of the responses, related to the examination of intrinsic and extrinsic factors influencing employee turnover at the DoJ KZN Regional Office. Results are tabulated and further discussed accordingly presented in the form of tables and discussed accordingly.

4.2 Response rate

The quantitative approach was adopted for this study. From the 128 questionnaires that were distributed, 110 questionnaires were returned for analysis. A response rate of ninety-eight percent was obtained.

4.3 Data analysis

For this study the following statistics was used:

- Descriptive statistics including means and standard deviations, where applicable. Frequencies are characterised in tables;
- Regression analysis: Linear Regression estimates the coefficients of the linear equation, comprising one or more independent variables that best predict the value of the dependent variable;

- ANOVA. A test for numerous independent samples that associates two or more groups of cases in one variable;

- One sample t-test: Tests whether a mean score is significantly different from a scalar value; and

- Independent samples t-test: A test that compares two independent groups of cases.

4.4 Section A: Demographic data analysis

The demographical details of the respondents are analysed in this section.

Table4-1: Gender of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	48	43.6	43.6	43.6
	Female	62	56.4	56.4	100.0
	Total	110	100.0	100.0	

Table 4.1 above depicts the gender of the respondents. A total of 43.6% of respondents participated in this study were male employees and 56.4% were female employees.

Table 4-2: Age of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	20	18.2	18.2	18.2
	26-35	52	47.3	47.3	65.5
	36-45	24	21.8	21.8	87.3
	46-55	12	10.9	10.9	98.2
	56+	2	1.8	1.8	100.0
	Total	110	100.0	100.0	

As demonstrated in Table 4.2, a total number of 18.2% of the respondents who participated in this study were between the ages of 18-25 years old, while 47.3% of respondents were between the ages of 26-35 years old. A total of 21.8% were respondents between the ages

of 36-45 years old. Only 10.9% of respondents were between the ages of 46-55 years old and the remaining 1.8% of respondents was 56 years and above.

Table 4-3: Educational qualifications of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Matric	15	13.6	13.6	13.6
	Diploma	53	48.2	48.2	61.8
	Bachelor's degree/ Honours	30	27.3	27.3	89.1
	Master's degree	8	7.3	7.3	96.4
	Other	4	3.6	3.6	100.0
	Total	110	100.0	100.0	

Table 4.3 shows that a total of 13.6% respondents are in possession of Matric, 48.2% are graduates in possession of a Diploma, 27.3% holds a Bachelor's degree/ Honours degree. A total of 7.3% holds a Master's Degree and 3.6% holds other qualifications.

Table 4-4: Length of service of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Up to 5 years	66	60.0	60.0	60.0
	6 - 10 years	21	19.1	19.1	79.1
	11 - 15 years	9	8.2	8.2	87.3
	16 - 20 years	8	7.3	7.3	94.5
	>20 years	6	5.5	5.5	100.0
	Total	110	100.0	100.0	

Table 4.4 illustrates that a total of 60.0% of the respondents that took part in this study have been serving between 1-5 years of service, while 19.1% of the respondents that participated were between 6-10 years of service. A total of 8.2% of the respondents were between 11-15 years of service. While 7.3% of the respondents were between 16-20 years of service and the remaining 5.5% of the respondents were 21 years and above.

4.5 Section B: Descriptive statistics (intrinsic factors)

Table 4-5: Expectations after joining DoJ

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	7	6.4	6.4	6.4
	Disagree	17	15.5	15.5	21.8
	Neutral	39	35.5	35.5	57.3
	Agree	42	38.2	38.2	95.5
	Strongly agree	5	4.5	4.5	100.0
	Total	110	100.0	100.0	

As illustrated in Table 4.5, a total of 6.4% that participated in this study stated that they strongly disagree that their job expectations were met after joining DoJ, A total of 15.5% of the respondents outlined that they disagree. A total of 35.5% of the respondents were neutral and 38.2% agrees. The remaining 4.5% of the respondents strongly agreed that their expectations were met. According to Schultz and Schultz (2016:180) it is imperative that the organisation understand that there is a robust relationship amongst poor job description and greater employee turnover. Poor job description easily leads to mismatched job an expectation which causes employees to be unhappy and decide to exit the organisation.

Table 4.6: Opportunities for career advancement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	6	5.5	5.5	5.5
	Disagree	28	25.5	25.5	30.9
	Neutral	26	23.6	23.6	54.5
	Agree	43	39.1	39.1	93.6
	Strongly agree	7	6.4	6.4	100.0
	Total	110	100.0	100.0	

Table 4.6 illustrates that a total of 5.5% of the respondents strongly disagreed that there are opportunities for career advancement, while 25.5% of the respondents disagreed with the statement. A total of 23.6% of the respondents were neutral, 39.1 of the respondents agreed that there are opportunities for career advancement and 6.4% of the respondents strongly agreed. According to Mauno *et al.* (2013), insecure employees often leave the organisation to search for a more secure career opportunity. According to Lipman (2014), career progression is the most important tool to keep employees satisfied and it is a good retention strategy in most organisations. Transparent opportunities for career growth are a powerful tool to keep employees motivated. When a career path is clear, employees tend to be motivated and even set goals to works towards. When a career path is not clear within the organisation or non-existent employees become less motivated and also lose their focus in their current jobs. Therefore, it is crucial that every organisation capitalise on developing and maintaining structured career path systems for their employees.

Table 4.7: Inspired to meet my goals

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	.9	.9	.9
	Disagree	15	13.6	13.6	14.5
	Neutral	32	29.1	29.1	43.6
	Agree	55	50.0	50.0	93.6
	Strongly agree	7	6.4	6.4	100.0
	Total	110	100.0	100.0	

Table 4.7 shows that a total of 0.9% respondents strongly disagreed that they are inspired to meet their goals at work, 13.6% of the respondents disagree while 29.1% of the respondents were neutral. A further 50.0% of the respondents agreed that they are inspired to meet goals at work and the remaining 6.4% strongly agreed. Inspiration is one of the most significant factors to keep employees motivated and feeling like part of the organisation. Some employees use discretionary effort to produce good results and if that effort is not recognised, the supervisor should not expect it to keep on happening (Herzberg, 2008). Singh (2015:145) states that if only one individual accomplished the task within the team, then that particular individual should get the praise publically.

Table 4-8: Attendance to training programmes to improve skills and knowledge necessary for the job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	8	7.3	7.3	7.3
	Disagree	29	26.4	26.4	33.6
	Neutral	23	20.9	20.9	54.5
	Agree	38	34.5	34.5	89.1
	Strongly agree	12	10.9	10.9	100.0
	Total	110	100.0	100.0	

Table 4.8 depict that a total of 7.3% of the respondents who participated in the study strongly disagreed that they are able to attend training programmes to improve skills and knowledge necessary for their job, 26.4% of the respondents disagreed while 20.9% of the respondents were neutral. A further 34.5% agreed to the statement and the remaining 10.9% of the respondents strongly agreed.

According to Muncherji *et al.* (2009:433), training in any organisation is very important as it enables employees to contribute to the success of the organisation and to perform according to the standards of the organisation. According to Frost (2014), training is the primary opportunity to expand the knowledge base of all employees. Some organisations regard development opportunities as expensive since they believe that workers miss out on work time when they are attending training sessions, which ultimately delays the completion of a work project. However, Shelley (2014) asserts that employees who are equipped with the necessary training are able to perform better in their jobs, builds their confidence, their innovative skills sharpen and they tend to understand the proper procedures and practices that are needed to execute the basic tasks.

Table 4-9: Motivated to do the best in my job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	1.8	1.8	1.8
	Disagree	12	10.9	10.9	12.7
	Neutral	30	27.3	27.3	40.0
	Agree	51	46.4	46.4	86.4
	Strongly agree	15	13.6	13.6	100.0
	Total	110	100.0	100.0	

Table 4.9 illustrates that 1.8% of the respondents strongly disagree to the statement that they are not motivated to do the best they can in their job. A further 10.9% of the respondents disagree and a total of 27.3% of the respondents remained neutral. A response of 46.4% agreement to the statement was obtained, while the remaining 13.6% of the respondents strongly agree. Nelson (2013) state that employee motivation is very important in the workplace because it can be one of the tools to achieve the goals of the organisation.

Aasheim (2012:103) mention that if an employee is given a task and responsibility that does not match employee motivation, the employee will not be able to enjoy the day to day activities and eventually motivation for the job decreases. Demotivating workplace poses a risk to the organisation. When employees are motivated in the workplace it leads to increased productivity and allows an organisation to achieve higher levels of output. Demotivated employees will often use their time to surf the internet seeking employment elsewhere or for their personal use. Organisation with motivated employees will benefit in terms of improved employee commitment, improved employee satisfaction, on-going employee development and increased employee efficiency.

Table 4-10: My job gives me a sense of responsibility and self-worth

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	1.8	1.8	1.8
	Disagree	15	13.6	13.6	15.5
	Neutral	28	25.5	25.5	40.9
	Agree	49	44.5	44.5	85.5
	Strongly agree	16	14.5	14.5	100.0
	Total	110	100.0	100.0	

Table 4.10 shows that 1.8% of the respondents strongly disagreed that their job gives them a sense of responsibility and self-worth. A further13.6% of the respondents disagree to the statement while 25.5% remained neutral. A further 44.5% of the respondents agreed to the statement and the remaining 15.5% strongly agree to the statement.

Singh (2015:145) highlights McClelland's seven characteristics and attitudes of achievement-motivated employees in that achievement-motivated employee rationally favour jobs and responsibilities that gratify their needs. Very often, events that are deemed tragic usually cause employees to re-evaluate how much pro-social impact they want from their current jobs. If they discover that their scope of work is unsatisfactory, they will leave the organisation and take their valuable human capital to another organisation. It is crucial that firms engage in high levels of corporate social responsibility in order to better position themselves to retain valuable employees.

Table 4-11:   Adequately recognised by the supervisor for a job well done

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	2.7	2.7	2.7
	Disagree	11	10.0	10.0	12.7
	Neutral	29	26.4	26.4	39.1
	Agree	51	46.4	46.4	85.5
	Strongly agree	16	14.5	14.5	100.0
	Total	110	100.0	100.0	

Table 4.11 illustrates that 2.7% of the respondents who participated in the study strongly disagreed that they are adequately recognised by their supervisor when they have done well in their job. A further 10.0% of the respondents disagreed with the statement while 26.4% remained neutral. However, 46.4% of the respondents agreed to the statement and the remaining 14.5% strongly agreed.

Smith (2009:20) mentions that it is natural for every employee to desire to be given recognition and be rewarded for a job well done. It does not always have to be monetary. Ventrice (2010:4) point out that sincere appreciation is one of the simplest yet exciting recognition a manager/supervisor could give an employee. Recognition keeps employees motivated, hence, producing positive effort while also reinforcing the employee's actions and behaviours. Appreciation and recognition are intrinsic rewards that encourage workers and improve their performance (Abdullah et al., 2016).McQuerry (2012) assert that when there is a lack of employee recognition, the employee feels trapped in a dead-end job which ultimately leads to the organisation losing good talent.

Table 4-12: I feel fulfilled in my job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	1.8	1.8	1.8
	Disagree	25	22.7	22.7	24.5
	Neutral	29	26.4	26.4	50.9
	Agree	45	40.9	40.9	91.8
	Strongly agree	9	8.2	8.2	100.0
	Total	110	100.0	100.0	

Table 4.12 shows that 1.8% of the respondents strongly disagreed with the statement that they feel fulfilled in their job. A further 22.7% of the respondents disagreed to the statement while 26.4% were neutral. A total of 40.9% of the respondents agreed that they feel fulfilled in their job while the remaining 8.2% of the respondents strongly agreed.

Gregory (2013) argues that job dissatisfaction comes from different sources for example a poor fit between the job and the employee. Nienaber and Martins (2016) mention that the lack of communication in the workplace is another factor that contributes to dissatisfaction and this is caused by the managerial staff that is isolated and does not know how to relate to workers on a personal and professional level. Copeland (2012) asserts that if the work

relationship is positive and motivating, even if the employee's salary wage is average or if the work environment is stressful, the employee will continue working only because of the work relationship that is present.

Table 4-13: I enjoy coming to work each day

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	2.7	2.7	2.7
	Disagree	16	14.5	14.5	17.3
	Neutral	37	33.6	33.6	50.9
	Agree	42	38.2	38.2	89.1
	Strongly agree	12	10.9	10.9	100.0
	Total	110	100.0	100.0	

Table 4.13 shows that a total of 2.7% of the respondents strongly disagreed to the statement that they enjoy coming to work each day. A total of 14.5% of the respondents disagreed to the statement while 33.6% was neutral. However, 38.2% of the respondents agreed to the statement and the remaining 10.9% strongly agreed that they enjoy coming to work each day. Luthan (2015) mentions that good work relationships, communication, encouragement, support and understanding among co-workers and supervisors leads to employees enjoying being at work.

Table 4-14: I feel a strong sense of belonging in my workplace

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	3.6	3.6	3.6
	Disagree	18	16.4	16.4	20.0
	Neutral	33	30.0	30.0	50.0
	Agree	45	40.9	40.9	90.9
	Strongly agree	10	9.1	9.1	100.0
	Total	110	100.0	100.0	

Table 4.14 demonstrates that 3.6% of the respondents strongly disagreed to the statement that they feel a strong sense of belonging in their workplace while a total of 16.4% disagreed. A total of 30.0% of the respondents was neutral and a total of 40.9% agreed that they feel a strong sense of belonging in their workplace while the remaining 9.1% strongly agreed. King (2017) highlights that employees need to feel a sense of belonging if they are to be satisfied and enjoy coming to work. Employees can become disengaged in their jobs when there is no sense of belonging hence a decrease in productivity and ultimately they leave the organisation.

Table 4-15: I am satisfied with the culture of my organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	2.7	2.7	2.7
	Disagree	31	28.2	28.2	30.9
	Neutral	34	30.9	30.9	61.8
	Agree	34	30.9	30.9	92.7
	Strongly agree	8	7.3	7.3	100.0
	Total	110	100.0	100.0	

Table 4.15 highlights that 2.7% of the respondents strongly disagreed that they are satisfied with the culture of the organisation, 28.2% of the respondents disagreed to the statement while a total of 30.9% was neutral. A total of 30.9% of the respondents agreed to the statement and the remaining 7.3% of the respondents strongly agreed.

Geertz (2008a:295) state that organisations should try to employ staff who not only meet the requirements of the job, but are in line with the culture and goals of the organisation. Managers should not try to enforce a job fit when there is none as it will end in a constant battle between management and employee (Smith, 2009:19).

Table 4-16: I am able to make decisions affecting my work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	3.6	3.6	3.6
	Disagree	29	26.4	26.4	30.0
	Neutral	31	28.2	28.2	58.2
	Agree	40	36.4	36.4	94.5
	Strongly agree	6	5.5	5.5	100.0
	Total	110	100.0	100.0	

Table 4.16 shows that a total of 3.6% of the respondents who participated in the study strongly disagreed to the statement that they are able to make decisions affecting their work, 26.4% of the respondents disagreed to the statement while 28.2% was neutral. A total of 36.4% of the respondents agreed that they are able to make decisions affecting their work and the remaining 5.5% strongly agreed.

According to Zubair *et al.* (2015:307), decision making in an organisation is one of the managerial strategies that has an impact on the organisational commitment, motivation, performance, turnover, employee satisfaction and organisational productivity. Employees who are allowed an opportunity to take part in decision making are inclined to have an optimistic attitude towards the organisation and are committed to do their jobs.

4.5.1 Statistical summary of intrinsic factors

- **There is significant agreement that:**

    - expectations were met after joining DoJ (M= 3.19, SD = .972), t (109) = 2.060, p=.042;
    - employees are inspired to meet work goals (M=3.47 SD= .843), t (109) = 5.883, p<.0005);
    - employees are motivated to do the best they can in their job (M= 3.59 SD= .922), t (109) = 6.724, p<.0005);
    - employees job gives them a sense of responsibility and self-worth (M= 3.56 SD= .963), t (109) = 6.139, p<.0005);

- when employees do a job well done, they are adequately recognised for it by supervisor (M= 3.60 SD= .950) t (109) = 6.623, p<.0005);
- employees feel fulfilled in their job (M= 3.31 SD= .974) t (109) = 3.327, p<.0005);
- employees enjoy coming to work each day (M= 3.40 SD= .960) t (109) = 4.371, p<.0005);
- employees feel a strong sense of responsibility in their workplace (M= 3.35 SD= .982) t (109) = 3.786, p<.0005).

- **The statements that indicate that there is neither agreement nor disagreement are:**
  - there are opportunities for career advancement;
  - the ability to attend training programmes;
  - satisfaction about the culture of the organisation; and
  - the ability to make decisions affecting one's work.

4.6 Section C: Descriptive statistics (extrinsic factors)

Table 4-17: My supervisor has the necessary knowledge to provide good supervision

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	3.6	3.6	3.6
	Disagree	9	8.2	8.2	11.8
	Neutral	15	13.6	13.6	25.5
	Agree	60	54.5	54.5	80.0
	Strongly agree	22	20.0	20.0	100.0
	Total	110	100.0	100.0	

Table 4.17 illustrates that 3.6% of the respondents that participated in the study strongly disagreed that their supervisor has the necessary knowledge to provide good supervision, 8.2% of the respondents disagreed to the statement and 13.6% was neutral. A total of 54.5% of the respondents agreed to the statement while 20.0% strongly agreed. The majority of the respondents agreed to the above statement.

Dwyer (2017:1) explains that every day is a challenging day for most supervisors as they need to ensure that the organisation is productive and that the goals and objectives are met. One of the skills that a good supervisor should have is to listen to the employees. Employees may not always like some of the answers they receive, but they will have respect for the supervisor who listens and is open and honest in responding to their issues and concerns. When employees feel they are able to talk with their managers and be listened to, they will be more inclined to work harder and go the extra mile to ensure company goals are met or often exceeded.

Table 4-18: My supervisor has reasonable expectations regarding my work tasks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	1.8	1.8	1.8
	Disagree	8	7.3	7.3	9.1
	Neutral	15	13.6	13.6	22.7
	Agree	66	60.0	60.0	82.7
	Strongly agree	19	17.3	17.3	100.0
	Total	110	100.0	100.0	

Table 4.18 shows that a total of 1.8% respondents strongly disagreed to the statement that their supervisor has reasonable expectations regarding their work tasks, 7.3% disagreed to the statement and a total of 13.6% was neutral. However, 60.0% of the respondents agreed to the statement while 17.3% of the respondents strongly agreed, hence the majority of the respondents agreed.

Jin and McDonald (2016) mention that, basically employees do not leave companies but they leave people. What their immediate managers do, what they expect from them, what they say, how they say it and how they behave affects workers behaviour and attitudes about their jobs and the organisation as a whole. If workers are dissatisfied and unhappy with their immediate supervisors, they are inclined to be less likely to identify with the organisations vision and tend to be more likely to be absent or even resign. Employees whom what is expected from them are reasonable and fair feel engaged and take pride in their work, they highly support organisational goals and are less prepared to change their jobs for a minor increase in salary.

Table 4-19: My supervisor keeps me motivated in my work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	1.8	1.8	1.8
	Disagree	8	7.3	7.3	9.1
	Neutral	36	32.7	32.7	41.8
	Agree	47	42.7	42.7	84.5
	Strongly agree	17	15.5	15.5	100.0
	Total	110	100.0	100.0	

Table 4.19 highlights that a total of 1.8% of the respondents strongly disagreed to the statement that the supervisor keeps them motivated in their work. A total of 7.3% of the respondents disagreed with the statement and 32.7% were neutral. A total of 42.7% of the respondents agreed with the statement and the remaining 15.5% strongly agreed.

McClelland (2009:1) mentioned that motivation is "a recurrent concern for a goal state or condition as measured in fantasy which drives directs and selects the behaviour of the individual". If an employee is not motivated it is most likely that there will be no goal set to achieve something by that particular employee. Managers need to introduce an environment that motivates employees in order to incorporate new motivation building practices into their corporate culture.

Table 4-20: I am able to get assistance from the EAP if I need it

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	3.6	3.7	3.7
	Disagree	16	14.5	14.7	18.3
	Neutral	35	31.8	32.1	50.5
	Agree	44	40.0	40.4	90.8
	Strongly agree	10	9.1	9.2	100.0
	Total	109	99.1	100.0	
Missing	System	1	.9		
Total		110	100.0		

Table 4.20 shows that 3.6% of the respondents strongly disagree that they are able to get assistance from the EAP if they need it. A total of 14.5% of the respondents disagreed with the statement and 31.8% was neutral. A total of 40.0% of the respondents agreed while the remaining 9.1% strongly agreed. Many organisations that have implemented EAPs have documented improvements in worker health, productivity, functioning, performance, medical benefits costs, significant reductions in absenteeism, worker's compensation claims, workplace accidents, disability and employee turnover (Richard, *et al.* 2014:28).

Table 4-21: I am satisfied with growth policies and procedures that govern my organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	1.8	1.8	1.8
	Disagree	16	14.5	14.5	16.4
	Neutral	34	30.9	30.9	47.3
	Agree	52	47.3	47.3	94.5
	Strongly agree	6	5.5	5.5	100.0
	Total	110	100.0	100.0	

Table 4.21 illustrates that 1.8% of the respondents that participated in the study strongly disagreed that they are satisfied with the policies and procedures that governs the organisation, 14.5% of the respondents disagreed with the statement while 30.9% was neutral. A total of 47.3% of the respondents agreed with the statement and the remaining 5.5% strongly agreed that they are satisfied with the growth policies and procedures that govern the organisation. Swarnalatha and Prasanna (2011) mentioned that employees must be made aware of growth policies prior to them signing the work contract. If policies of the organisation do not cater for career advancement or make the working environment unbearable eventually employees will exit the organisation because their expectations about the organisation will not be met.

Table 4-22: My job description matches the duties I carry out

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	4.5	4.6	4.6
	Disagree	10	9.1	9.3	13.9
	Neutral	13	11.8	12.0	25.9
	Agree	66	60.0	61.1	87.0
	Strongly agree	14	12.7	13.0	100.0
	Total	108	98.2	100.0	
Missing	System	2	1.8		
Total		110	100.0		

Table 4.22 illustrates that 4.5% of the respondents who participated on the study strongly disagreed that their job description matches the duties they carry out, 9.1% of the respondents disagreed with the statement. A total of 11.8% was neutral while 60.0% of the respondents agreed to the statement. The remaining 12.7% of the respondents strongly agreed with the statement. Poor job description has a significant contribution to employee turnover in organisations of all sizes (Burden, 2014). HR managers believe that poor job descriptions play a role towards misleading employee expectations which results in them being a poor fit for the job and eventually drives them to exit the organisation. A poor job description also contributes to weak candidate pools which results in misused time recruiting irrelevant candidates who possess the irrelevant skills. Allen and Bryant, (2012) posit that the correct job description will attract the correct candidate for the job.

Table 4-23: My qualification is in line with my job requirements

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	3.6	3.6	3.6
	Disagree	11	10.0	10.0	13.6
	Neutral	14	12.7	12.7	26.4
	Agree	56	50.9	50.9	77.3
	Strongly agree	25	22.7	22.7	100.0
	Total	110	100.0	100.0	

Table 4.23 illustrates that 3.6% of the respondents who participated in the study strongly disagreed that their qualifications are in line with their job requirements. A total of 10.0% of respondents disagreed with the statement while 12.7% was neutral. However, 50.9% of the respondents agreed that their qualifications are in line with their job requirements and the remaining 22.7% strongly agreed with the statement. According to Geertz (2008a:295), organisations should ensure that employees should have a qualification the matches the job description which will contribute to job satisfaction.

Table 4-24: Necessary skills and qualifications to be able to perform the job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	1.8	1.8	1.8
	Disagree	2	1.8	1.8	3.6
	Neutral	7	6.4	6.4	10.0
	Agree	74	67.3	67.3	77.3
	Strongly agree	25	22.7	22.7	100.0
	Total	110	100.0	100.0	

Table 4.24 depicts that 1.8% respondents strongly disagreed with the statement that they have necessary skills and qualifications to be able to perform their job. A further 1.8% of the respondents disagreed and a total of 6.4% was neutral. However, 63.7% of the respondents agreed with the statement and the remaining 22.7% strongly agreed. Shelley (2014) asserts that employees who are equipped with the necessary skills and qualifications are able to perform better in their jobs. Having the right qualification for the right job allows for the

employee to understand the proper procedures and practices that are needed to execute the basic tasks.

Table 4-25: I am satisfied with the nature of the work that I do

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	3.6	3.6	3.6
	Disagree	10	9.1	9.1	12.7
	Neutral	23	20.9	20.9	33.6
	Agree	64	58.2	58.2	91.8
	Strongly agree	9	8.2	8.2	100.0
	Total	110	100.0	100.0	

Table 4.25 shows that 3.6% of the respondents strongly disagreed that they are satisfied with the nature of work that they do. A total of 9.1% of the respondents disagreed with the statement while 20.9% was neutral. A further 58.2% of the respondents agreed with the statement and the remaining 8.2% strongly agreed with the statement.

There are number of factors that can cause an employee to be satisfied or dissatisfied with the nature of work that he/she does. It is the work itself, nature of the work and the job that has a major impact on the overall job satisfaction. In most cases employees that perceive their jobs as repetitive, boring or unchallenging tend to have a lower satisfaction towards their job. There is sometimes a correlation between low job satisfaction and remuneration, particularly if an employee feels that he/she is receiving a wage that is unsatisfactory. As a result, employees that are not happy with their salaries would not perform to their best (Tourism Marketing, 2015).

Table 4-26: My job makes good use of my skills and abilities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	3.6	3.6	3.6
	Disagree	9	8.2	8.2	11.8
	Neutral	26	23.6	23.6	35.5
	Agree	58	52.7	52.7	88.2
	Strongly agree	13	11.8	11.8	100.0
	Total	110	100.0	100.0	

Table 4.26 shows that 3.6% of the respondents strongly disagreed that their job makes good use of their skills and abilities, 8.2% disagreed with the statement while 23.6% was neutral. A total of 52.7% of the respondents agreed that their job makes good use of their skills and abilities and the remaining 11.8% of the respondents strongly agreed with the statement. Lawrence (2000) defines training as a process where employees are equipped with the skills and knowledge they need to operate within their work environment. It is an activity that changes the behaviour of workers. It takes time and money for an organisation to assist employees to develop their skills and learn new skills, hence the organisation should ensure that employees are placed in correct positions that will enable them to use the skills and abilities that they have acquired.

4.6.1 Statistical summary of extrinsic factors

- **There is significant agreement that:**

  - the supervisor has the necessary knowledge to provide good supervision (M= 3.79, SD = .978), t (109) = 8.484, p<.0005);
  - the supervisor has reasonable expectations regarding work tasks (M= 3.84 SD= .862) t (109) = 10.172, p<.0005);
  - employees have a pleasant working environment (M= 3.59 SD= .941) t (109) = 6.584, p<.0005);
  - employees get along well with co-workers (M= 4.15 SD= .756) t (109) = 16.007, p<.0005);

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- employees have a good relationship with the supervisor (M= 4.01 SD= .840) t (109) = 12.593, p<.0005);
- employees job is secure (M= 3.75 SD= .981) t (109) = 7.971, p<.0005);
- employees are able to balance personal life with work (M= 3.90 SD= .981) t (108) = 12.018, p<.0005);
- employees are able to get assistance from EAP if they need it (M= 3.37 SD= .969) t (108) = 3.956, p<.0005);
- employees are satisfied with the policies and procedures that govern the workplace (M= 3.40 SD= .869) t (109) = 4.825, p<.0005);
- employees job description matches the duties they carry out (M= 3.69 SD= .973) t (107) = 7.318, p<.0005);
- the employees' qualifications are in line with the job requirements (M= 3.79 SD = 1.024) t (109) = 8.104, p<.0005);
- employees have the necessary skills and qualifications to be able to perform their job (M= 4.07 SD= .726) t (109) = 15.502, p<.0005);
- employees are satisfied with the nature of work that they do (M= 3.58 SD= .902) t (109) = 6.762, p<.0005); and
- employees job makes good use of their skills and abilities (M= 3.61 SD= .930) t (109) = 6.872, p<.0005).

- **There is significant disagreement that:**

  - employees are satisfied with their remuneration package (M= 2.53, SD = 1.131), t (109) = -4.384, p=.0005).

4.7 Likelihood rating

Table4-27: Likelihood that employees will leave the organisation in the near future

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	16	14.5	15.0	15.0
	2	4	3.6	3.7	18.7
	3	17	15.5	15.9	34.6
	4	12	10.9	11.2	45.8
	5	58	52.7	54.2	100.0
	Total	107	97.3	100.0	
Missing	System	3	2.7		
Total		110	100.0		

Table 4.27 illustrates the likelihood of the respondents that they will exit the organisation in the near future using the scale rating of 1 to 5. A total of 14.5% represent the respondents that are not at all likely to leave the organisation in the near future, 3.6% indicated 2 in the scale rating while the scale rating of 3 was represented by 15.5%. A total of 10.9% of the respondents rated 4 in the scale and the remaining 52.7% rated 5 on the scale.

The results in Table 4.27 are indicative that the majority of the respondents are likely to exit the organisation in the near future.

Table 4-28: A chi-square goodness of fit test is applied to test if any option is selected significantly more than the others

	Observed N	Expected N	Residual
1	16	21.4	-5.4
2	4	21.4	-17.4
3	17	21.4	-4.4
4	12	21.4	-9.4
5	58	21.4	36.6
Total	107		

Table 4-29: Test statistics

	Rate the likelihood that you will leave the organisation in the near future
Chi-Square	83.140a
Df	4
Asymp. Sig.	.000

Table 4.29 indicates that 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 21.4.

Analysis above shows that a significant 58 (54.2%) indicated that they are extremely likely to leave the organisation in the near future, χ^2 (4) = 83.140, p<.0005.

4.7 Intrinsic factors

In applying factor analysis to the intrinsic factors with Oblimin rotation because these factors are somewhat correlated, the following results are revealed:

Table 4-30: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.909
Bartlett's Test of Sphericity	Approx. Chi-Square	682.451
	Df	66
	Sig.	.000

The reliability of these single measures (Job satisfaction and recognition) is tested using Cronbach's alpha. A value > .7 indicates reliability.

Table 4-31: Reliability statistics

Cronbach's Alpha	N of Items
.874	7

Table 4-32: Reliability statistics

Cronbach's Alpha	N of Items
.846	5

Both these factors are reliable measures. The results above show that a 2 factor solution is found to be the best, these two factors will be used in a regression analysis as independent variables. The dependent variable is likelihood of leaving.

This analysis explored the effect that these factors have on likelihood of leaving.

Table 4-33: Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.281a	.079	.061	1.436	1.608

a. Predictors: (Constant), Recognition, Job satisfaction.

b. Dependent variable: Rate the likelihood that you will leave the organisation in the near future.

Table 4-34: ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	18.424	2	9.212	4.467	.014a
	Residual	214.474	104	2.062		
	Total	232.897	106			

a. Predictors: (Constant), Recognition, Job satisfaction.

b. Dependent variable: Rate the likelihood that you will leave the organisation in the near future

Table 4-35: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	5.637	.674		8.365	.000		
	Job satisfaction	-.573	.272	-.292	-2.106	.038	.461	2.167
	Recognition	.028	.269	.014	.104	.917	.461	2.167

a. Dependent variable: Rate the likelihood that you will leave the organisation in the near future.

These independent variables account for 7.9% (R2 = .079) of the variance in 'likelihood to leave', F (2, 104) = 4.467, p=.014. Job satisfaction is a significant predictor of likelihood to leave, β = -.573, p=.038. The higher the score is for job satisfaction, the less likely they are to leave. Recognition is not a significant predictor of 'likelihood to leave'.

When taken together only job satisfaction is a significant predictor. However, on their own they are both significant predictors. They are very highly correlated which is why when both added together the one stronger factor outshines the other.

Below is the individual regression:

Table 4-36: Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.281[a]	.079	.070	1.429	1.605

a. Predictors: (Constant), Job satisfaction.

b. Dependent variable: Rate the likelihood that you will leave the organisation in the near future.

Table 4-37: ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	18.401	1	18.401	9.008	.003[a]
	Residual	214.496	105	2.043		
	Total	232.897	106			

a. Predictors: (Constant), Job satisfaction.

b. Dependent variable: Rate the likelihood that you will leave the organisation in the near future.

Table 4-38: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	5.664	.617		9.181	.000		
	INT1	-.553	.184	-.281	-3.001	.003	1.000	1.000

a. Dependent variable: Rate the likelihood that you will leave the organisation in the near future.

Table 4-39: Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.200[a]	.040	.031	1.459	1.621

a. Predictors: (Constant), Recognition.

b. Dependent variable: Rate the likelihood that you will leave the organisation in the near future.

Table 4-40: ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.280	1	9.280	4.357	.039[a]
	Residual	223.617	105	2.130		
	Total	232.897	106			

a. Predictors: (Constant), recognition.

b. Dependent variable: Rate the likelihood that you will leave the organisation in the near future.

Table 4-41: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	5.181	.649		7.989	.000		
	INT2	-.388	.186	-.200	-2.087	.039	1.000	1.000

a. Dependent variable: Rate the likelihood that you will leave the organisation in the near future.

4.8 Extrinsic factors

The 3-factor solution is given below.

Table 4-42: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.795
Bartlett's Test of Sphericity	Approx. Chi-Square	740.777
	df	120
	Sig.	.000

- Factor 1   12-16 (Job fit);
- Factor 2   5, 8-10 (Work environment); and
- Factor 3   1-4 and 6 (Supervision).

Cronbach's alpha was used for testing reliability or how closely related the set of items are that are grouped together. If $\alpha > 0.9$, then reliability or internal validity is excellent. Each item is presented below (Table 4-43 to 4-45).

Table 4-43: Reliability statistics (job fit)

Cronbach's Alpha	N of Items
.770	5

Table 4-44: Reliability statistics (work environment)

Cronbach's Alpha	N of Items
.608	4

Table 4-45: Reliability statistics (Supervision)

Cronbach's Alpha	N of Items
.879	5

Regression analysis is applied below:

Table 4-46: Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.179[a]	.032	.004	1.479	1.642

a. Predictors: (Constant), supervision, work environment and job fit.

b. Dependent variable: Rate the likelihood that you will leave the organisation in the near future.

Table 4-47: ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.500	3	2.500	1.142	.336[a]
	Residual	225.398	103	2.188		
	Total	232.897	106			

a. Predictors: (Constant), supervision, work environment and job fit.

b. Dependent variable: Rate the likelihood that you will leave the organisation in the near future.

Table 4-48: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.958	1.057		4.691	.000		
	Job fit	-.165	.272	-.073	-.606	.546	.641	1.561
	Work environment	.170	.275	.069	.617	.538	.751	1.332
	Supervision	-.300	.220	-.151	-1.362	.176	.760	1.316

a. Dependent variable: Rate the likelihood that you will leave the organisation in the near future.

The results above depict that extrinsic factors are not significant predictors of 'leaving'. Below is the test of the 5 factors that were found to evaluate if these 5 factors found differ significantly across categories of demographic variables.

- **By gender – no significant differences were found.**

Response by males and females was not individually analysed, gender had little or no bearing on the results in terms of gender.

- **By age**

Table 4-49: Descriptive - Job fit

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximums
					Lower Bound	Upper Bound		
18-25	20	4.0300	.44615	.09976	3.8212	4.2388	3.20	4.80
26-35	52	3.8154	.61081	.08470	3.6453	3.9854	2.20	5.00
36-45	24	3.4667	.78167	.15956	3.1366	3.7967	1.00	4.60
46-55	12	3.5500	.75378	.21760	3.0711	4.0289	1.80	4.80
56+	2	3.6000	.56569	.40000	-1.4825	8.6825	3.20	4.00
Total	110	3.7455	.66134	.06306	3.6205	3.8704	1.00	5.00

Table 4-50: ANOVA - Job fit

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.240	4	1.060	2.562	.043
Within Groups	43.433	105	.414		
Total	47.673	109			

For job fit, the 18-25 years age group show more agreement than the 36-45 years age group. These independent variables account for 7.9% ($R2$ = .079) of the variance in 'likelihood to leave', $F (4, 105) = 2.562$, p=.043. Job fit is a significant predictor of likelihood to leave, β = -.573, p=.038. The higher the score is for job fit, the less likely they are to leave. Work environment is not a sig predictor of 'likelihood to leave'.

- **By education– no significant differences**

Most entry level posts in the DoJ require Matric, hence, having a qualification is regarded as an advantage. However, an applicant with a tertiary qualification takes on employment at the DoJ with the hope that there is scope for promotion or career growth. In most cases the applicant may take on a job that is not in line with their qualification for example an HR Officer with a Supply Chain degree. At a later stage in the employment, the employee

realises that there is no growth or promotion and hence leaves the organisation for better prospects. When employees do not function in a job specific to their qualification they will not be committed to the goals of the organisation, there will be an increase in absenteeism, and there will be no job satisfaction. The job misfit will ultimately lead to an increase in employee turnover.

- **By job– no significant differences**

The structure and nature of work that employees do tend to become a problem at a later stage. For example, if an employee has a qualification in HR but working in the finance section it will have a negative impact on their career advancement due to the fact that the employee has spent almost three years or more doing a job that is irrelevant to his/her qualification which will ultimately hinder him or her from getting employment in the field he/she is qualified in. Most employees within the DoJ possess qualifications that are not in line with their job description because of the entrance minimum requirements that is needed to be employed. Therefore, the majority of the employees are not happy with the nature of work that they do. It is sometimes difficult to find employment that is in line with their qualification in another department because of the time spent doing a job that is out of the scope of their qualification.

- **By years working– no significant differences**

Most employees are now in their comfort zone and are too relaxed. They have spent more than three to five years in one position. There are no new challenges in their jobs, there is a lack of career advancement and their jobs does not make good use of their skills and abilities. It is in such instances where employees do not feel pressured to meet organisational goals and also to perform to the best of their ability because they feel that the employer is not inspiring them to meet their goals which ultimately lead to tardiness, employee not feeling the sense of responsibility and being fulfilled in their job.

4.9 Summary of research findings

There were 110 questionnaires received from the respondents and the SPSS was utilised to analyse the data. The outcome depicted that the 18 – 25 years age group is the main contributory factor to employee turnover within the DoJ Regional Office in KZN. The HR office at DoJ confirmed that the ages of 18-25 years exit the organisation mainly because there are few growth and advancement opportunities. Exit questionnaires at the HR office also revealed that some employees leave their jobs because of the lack of challenges and that there are no opportunities for career growth. Such employees are employees who have invested themselves in their careers and are always looking to advance within the organisation. If there are no promotions, training and new responsibilities, ambitious employees will definitely seek employment elsewhere. It was established that employees do not feel recognised within the organisation, even though not every accomplishment will be applauded.

4.10 Conclusion

This chapter presented the findings of the study. Secondary data were used to enhance the discussions of the results. The SPSS was used to generate statistical analysis which was presented in tables. Variables were also statistically tested using Pearson's Chi-square test. This study was an in-house examination at the DoJ at the KZN Regional Office, hence the outcome can only be generalised to this sector. The following chapter presents the conclusions and recommendations of the study.

CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides the recommendations and concludes the study. The conclusions to the study are drawn as per the objectives of the study and in an attempt to answer the research questions of the study with reference to the strategies that can be implemented to decrease employee turnover. The primary and secondary findings are summarised and presented in this chapter.

The objectives of this study were to:

- To determine the extrinsic factors that contributes to employee turnover within the DoJ of the KZN Regional Office;
- To establish the intrinsic factors that contributes to employee turnover within the DoJ of the KZN Regional Office; and
- To offer recommendations to the management of DoJ of the KZN Regional Office on how to decrease employee turnover

5.1.1 With reference to the first objective, satisfaction in terms of the extrinsic factors was found to be admirable among employees. It was highlighted that employees were happy with the skills possessed by their supervisor and that their supervisor has reasonable expectations regarding their work which is what keeps them motivated in their work. Employees were very happy about the assistance they receive from the EAP, the policies and procedures that govern the workplace and that their job description matches the duties they carry out. There was a great level of satisfaction in terms of skills and qualification alignment to execute their duties, it makes them feel that the employer makes a good use of their skills and abilities

5.1.2 With reference to the second objective, it was discovered that employees were satisfied with the intrinsic factors, however, the level of satisfaction was not measured in depth. Employees indicated that their expectations after joining DoJ were met, they are inspired to meet their goals at work and that they are motivated to do their best in their job. Further to that, respondents highlighted that they feel responsible in their job, they are given adequate recognition for a job well done as a result, they enjoy coming to work each day and that is what makes them feel like part of the organisation.

In the discussion of the findings of the study, it was established that the key factors influencing employee's decision to leave the organisation were identified. The overall rating of the likelihood rating to leave the organisation in the near future totalled to 54.2% and it was identified that is was due to insufficient payment and the lack of career advancement.

5.2 Overall Conclusion

It can be concluded that the organisation must take cognisance of both intrinsic and extrinsic factors in order to ensure employee retention. Job descriptions must be correctly designed in order to ensure that the right candidate is selected for the right job. Poor mismatch of job and employee results in an increase in employee turnover which ultimately leads to the other employees being frustrated that they have to carry the extra workload until another candidate is employed. High employee turnover has a negative impact also on management as they have to constantly spend hours and money into recruiting and selecting new employees.

The primary findings indicated that approximately half of the employees at the DoJ at the Regional Office of KZN are satisfied and motivated in their jobs. However, there are many respondents that indicated their disagreement or remained neutral to many of the statements given in the questionnaire. This is a cause for concern as these respondents are probably the ones who will eventually leave the organisation. The recommendations presented below give management direction on how to ensure that those respondents who indicated their dissatisfaction are retained within the organisation.

5.3 Recommendations

Based on the empirical analysis of the outcome, the following recommendations are suggested:

5.3.1 Create career opportunities

Creating opportunities for career advancement by top management will assist personnel enjoy their work and become more competent. Top management should have compulsory training offered in order to assist employees to develop new skills and incorporate additional responsibilities in their current positions. The training and development section should get qualified employees involved in challenging projects that pertain to their area of expertise in order to ensure employee engagement and retention.

5.3.2 Due recognition should be given to employees

Due recognition should be given to employees by their managers so that they will feel welcomed and as part of the organisation. When employees feel devalued and unrecognised they tend to be more likely to lose interest in their work and become resentful. Even if a good performing employee appears to be independent most of the time, recognition should be given. When the employer treats employees with indifference or disrespect, employees will without any doubt feel easily replaceable. The worst mind set an employer can have, is that "If you don't hear from me, it means that you're doing a good job" yet communication is very crucial when it comes to making employees feel important.

5.3.3 Appreciation of employees

Employee contribution should be appreciated by top management within the organisation whenever they meet the goals of the organisation. Gratitude can be given by way of writing a letter of commendation to that particular employee or through staff announcement during the staff meeting. Appreciation inspires and motivates employees to go the extra mile for the organisation.

5.3.4 Allow employees to participate in the decision making process

If employees are not engaged in the decision making process, they feel neglected and this could lead to employee turnover. By allowing employees to participate in decision making, top management will be able to manage employee turnover. Managers can ask for suggestions prior to making a decision regarding a work task which is indicative that the organisation takes time to engage with employees.

5.3.5 Revisit all job positions to identify incorrect positioning

Every employee's job description should be perused and where possible employees should be moved into a job that is specific to their qualification or expertise. If there are no vacancies for certain staff to be moved in the area of expertise, then more challenges should be included in their tasks in order to stimulate employee engagement and retention. An independent HR expert should be consulted for this specific task.

5.3.6 Pay structure should be adjusted according to qualifications

Even though payment of reasonable salaries is up to the Director General as per the scaling of the DPSA for some of the posts but a reasonable salary can be paid to employees within the organisation for example if the official is in possession of Grade 12 as an administration clerk he or she should be placed on salary level 5. However, if the administration clerk is in possession of a diploma or degree then he or she should be placed on salary level 6. Currently at the DoJ, some posts qualification is a requirement for entry but yet not recognised.

5.3.7 Training for supervisors and managers

All supervisors/managers should receive training on Herzberg's two-factor theory of motivation to enable them to understand employee behaviour. Training should be compulsory and should be conducted by an external consultant.

5.4 Area for further research

A quantitative research approach was used to conduct this study and questionnaires were used as a tool to collect data from the respondents. Further research should be conducted with the same sample using a qualitative approach to determine their reasons for wanting to exit the organisation. This study found that the age category of 18-25 years preferred to exit the organisation, therefore it is suggested that a qualitative approach be conducted with these employees to establish their reasons for leaving or wanting to leave the organisation.

5.5 Conclusion

Herzberg's two-factor theory of intrinsic and extrinsic motivation was used to investigate the high employee turnover at the DoJ in the KZN Regional Office. There are a number of factors within the organisation that results in employee turnover which includes amongst others poor working environment, poor supervision, and lack of career advancement dissatisfaction with the remuneration package as well as fringe benefits. If these factors are not addressed by the senior managers, it could lead to decreased productivity, work-overload, tardiness and employees will be demotivated to perform to the best of their ability towards meeting the goals and objectives of the organisation. Hence the rate of employee turnover will continue to increase. The increasing rate of employee turnover within DoJ's KZN Regional Office will eventually lead to work-overload of the remaining staff and the quality of service rendered to various courts in KZN will end up being compromised. This chapter takes the study to a conclusion and offers practical recommendations that can be easily implemented.

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UKZN HUMANITIES AND SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE (HSSREC)

<u>Information Sheet and Consent to Participate in Research</u>

May 2017

Greetings,

My name is **Mthobisi Shangase,** postgraduate student studying Master of Commerce in Human Resource Management at the University of KwaZulu-Natal under the school of Management, Information Technology and Governance based at the Westville Campus. I am undertaking a research project titled: **Factors influencing employee turnover at the department of Justice, Regional Office: KwaZulu-Natal.**

This project is undertaken under the supervision of Dr Given Mutinta.

You are being invited to consider participating in a study that involves research on factors influencing employee turnover. The aim and purpose of this research is to investigate the possible factors influencing employee turnover within the department of Justice. Out of seven directorates that will be involved in this study, about thirty (30) respondents are anticipated to participate in this study. It will involve the use of questionnaire as a method of collecting data in order to generalise the findings based on the information provided by the respondents. The duration of your participation if you choose to participate and remain in the study is expected to be not more than one (1) hour to answer the questions.

I hope that the study will be able to interrogate and address the intrinsic and extrinsic factors influencing employee turnover in Regional Office of the department of Justice, thus, improving work morale so that employees will always stay motivated within the organisation.

This study has been ethically reviewed and approved by the UKZN Humanities and Social Sciences Research Ethics Committee. Reference number is: **HSS/0309/017M**

In the event of any problems or concerns/questions you may contact the researcher at <u>shangasemthobisi@gmail.com/</u> 0766842961, supervisor: Dr Given Mutinta on 0313208854/ <u>mutinta@ukzn.ac.za</u> or the UKZN Humanities & Social Sciences Research Ethics Committee, contact details as follows:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION
Research Office, Westville Campus
Govan Mbeki Building
Private Bag X 54001
Durban 4000   KwaZulu-Natal, SOUTH AFRICA
Tel: 27 31 2604557- Fax: 27 31 2604609
Email: <u>HSSREC@ukzn.ac.za</u>

Your participation in the study is voluntary and by participating, you are granting the researcher permission to use your responses. You may refuse to participate or withdraw from the study at any time with no negative consequence. There will be no monetary gain from participating in the study. Your anonymity will be maintained by the researcher and the School of Management, I.T. & Governance and your responses will not be used for any purposes outside of this study.

All data, both electronic and hard copy will be securely stored during the study and archived for 5 years. After this time, all data will be destroyed.

If you have any questions or concerns about participating in the study, please contact me or my research supervisor on the numbers listed above.

Sincerely

Mthobisi Shangase

UNIVERSITY OF ™
KWAZULU-NATAL
INYUVESI
YAKWAZULU-NATALI

CONSENT TO PARTICIPATE

I _____ have been informed about the study entitled Factors influencing employee turnover at the department of Justice, Regional Office: KwaZulu-Natal by Mthobisi Shangase.

I understand the purpose and procedures of the study as explained by the researcher and I have been given an opportunity to ask questions about the study and have had answers to my satisfaction.

I declare that my participation in this study is entirely voluntary and that I may withdraw at any time and I have been informed that there will be no compensation for participating in this study.

I have been informed that any further questions/concerns or queries related to the study I may contact the researcher at shangasemthobisi@gmail.com/ 0766842961 or researcher's supervisor on 0312608854 or mutinta@ukzn.ac.za.

I understand that if I have any questions or concerns about my rights as a study participant, or if I am concerned about an aspect of the study or the researchers then I may contact:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION
Research Office, Westville Campus
Govan Mbeki Building
Private Bag X 54001
Durban
4000
KwaZulu-Natal, SOUTH AFRICA
Tel: 27 31 2604557 - Fax: 27 31 2604609
Email: HSSREC@ukzn.ac.za

I have been made aware that information I provide will be confidential and that my name will not be disclosed to anyone.

I hereby provide consent to:

(delete what is not applicable)

Audio-record my interview / focus group discussion   YES / NO
Use of questionnaire to collect data   YES / NO

_____   _____
Signature of Participant   **Date**

_____   _____
Signature of Witness   **Date**
(Where applicable)

_____   _____
Signature of Translator   **Date**
(Where applicable)

QUESTIONNAIRE

For all questions, select the **one** response that best applies to you

SECTION A: Demographics

This section of the questionnaire requires the respondents' biographical details:

1. Gender

Male	
Female	

2. Age group

18 – 25 years	
26 – 35 years	
36 – 45 years	
46 – 55 years	
56 and above	

3. Highest level of education

Matric	
National diploma/ Diploma	
Bachelor's degree/ Honours	
Master's degree	
Other	

4. What is your job function?

Non-supervisory staff	
Supervisor	
Functional manager	
Senior manager	
Departmental manager/Director/Chief director	

5. Number of years working for DoJ

Up to 5 years	
6 – 10 years	
11 -15 years	
16 – 20 years	
>20 years	

SECTION B:

This section refers to the intrinsic and extrinsic factors.

6. Indicate your agreement with the following statements regarding intrinsic factors

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
6.1 My expectations were met after joining DoJ					
6.2 There are opportunities for career advancement for me in this job					
6.3 I am inspired to meet my goals at work					
6.4 I am able to attend training programs to improve my skills and knowledge necessary for my job					
6.5 I am motivated to do the best I can in my job					
6.6 My job gives me a sense of responsibility and self-worth					
6.7 When I do a job well, I am adequately recognised for it by my supervisor					
6.8 I feel fulfilled in my job					
6.9 I enjoy coming to work each day					
6.10 I feel a strong sense of belonging in my workplace					
6.11 I am satisfied with the culture of my organisation					

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
6.12 I am able to make decisions affecting my work					

7. Indicate your agreement with the following statements regarding extrinsic factors

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
7.1 My supervisor has the necessary knowledge to provide good supervision					
7.2 My supervisor has reasonable expectations regarding my work tasks					
7.3 My supervisor keeps me motivated in my work					
7.4 I have a pleasant working environment					
7.5 I get along well with my co-workers					
7.6 I have a good relationship with my supervisor					
7.7 I am satisfied with my remuneration package					
7.8 My job is secure					
7.9 I am able to balance my personal life with work commitments					
7.10 I am able to get assistance from the Employee Assistant Program(EAP) if I need it					
7.11 I am satisfied with the policies and procedures that govern this workplace					
7.12 My job description matches the duties I carry out					
7.13 My qualification is in line with my job requirements					
7.14 I have the necessary skills and qualifications to be able to perform my job					
7.15 I am satisfied with the nature of work that I do					

7.16 My job makes good use of my skills and abilities					

SECTION C:

This section shows the likelihood that employees will leave in the near future.

8. Rate the likelihood **(1 = not at all likely to 5 = extremely likely)** that you will leave the organisation in the near future

	Likelihood rating
I will leave the organisation in the near future	

9. Indicate your agreement that the following factors <u>would cause you to leave this job</u>

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
9.1 Insufficient payment					
9.2 Lack of career advancement					
9.3 Excessive work load					
9.4 Unpleasant relationships with colleagues					
9.5 Working conditions that do not comply with the workplace Health, Safety and Welfare Regulations					
9.6 Organisational instability					

9.7 Work-life imbalance					
9.8 Lack of coaching and feedback					
9.9 Employee misalignment					
9.10 Toxic organisational culture					

NATIONAL OFFICE

PRIVATE BAG X81 PRETORIA 0001 Momentum Centre, 329 Pretorius Street
PRETORIA Tel (012) 315 4940

Ref: HRD 11/18
Enq: (012) 315 4940
E-mail: MLebaka@justice.gov.za

TO WHOM IT MAY CONCERN

This serve to confirm that the Department of Justice and Constitutional Development has granted Mr M S Shangase permission to conduct Academic Research in the Department

Mr Shangase's research topic is "An Examination of the Factors Contributing to Employee Turnover within the Department of Justice in Kwa Zulu Natal Regional Office"

Mr Shangase's approval is on condition that:

(a) He only collects information that is relevant to his academic research

(b) He share the information obtained from the Department for academic purpose only

(c) He maintains, uphold and stick to strict confidentiality on all information obtained from the Department

(d) He should not publicly publish the findings and recommendations of the research without prior approval of the Department. The publishing should only be limited to the Academic Institution's requirements.

(e) He must share his findings and recommendations of his research with the Department

Best regards,

Dr Moses Lebaka
Director: HUMAN RESOURCE DEVELOPMENT

Date

UNIVERSITY OF ™
KWAZULU-NATAL

INYUVESI
YAKWAZULU-NATALI

12 April 2017

Mr Mthobisi Sibusiso Shangase (214583898)
School of Management, IT & Governance
Westville Campus

Dear Mr Shangase,

Protocol reference number: HSS/0309/017M
Project title: Factors influencing employee turnover at the Department of Justice in KwaZulu-Natal, Regional Office

Full Approval – Expedited Application

In response to your application received on 03 April 2017, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol have been granted **FULL APPROVAL.**

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number.

PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully

....
Dr Shamila Naidoo (Deputy Chair)

/ms

Cc Supervisor: Dr Given Mutinta
Cc Academic Leader Research: Professor Brian McArthur
Cc School Administrator: Ms Angela Pearce