

**Factors Influencing Employee Turnover and Engagement
of Staff within Branch Network in Absa
(Central Region)**

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Magister

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DECLARATION

I declare that the Field Study hereby submitted for the Magister in Business Administration at the UFS Business School, University of the Free State, is my own independent work and that I have not previously submitted this work, either as a whole or in part, for a qualification at another university or at another faculty at this university.

I also hereby cede copyright of this work to the University of the Free State.

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Date: November 2014

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This study is dedicated to the memory of my beloved dad, Mr David M. Mokhele.

It is your shining example that I try to emulate in all I do.

You would have been proud of my achievement.

Thank you for everything.

I love and miss you Dad.

ABSTRACT

The banking industry is dynamic and has developed considerably over the years. In South Africa, the competition is mainly amongst the big four banks, namely, Absa, Standard Bank, Nedbank and First National Bank. These banks not only compete for clients but also employees as well. Branch managers, sales consultants and frontline staff (tellers and customer service clerks) are very critical roles in the banks. Losing these staff members to competition results in loss of productivity during the period when no one occupies the vacant position. Over and above that, high replacement costs have to be incurred as the job has to be advertised, interviews have to be conducted and training costs of new employees have to be borne. It also takes a long time for newly appointed employees to become fully productive. The banks therefore have to gauge against the high rate of employee turnover.

The realisation of the financial implication of employee turnover has forced the banks to look for other strategies to deal with these challenges. As banks are in a service-oriented industry, people are regarded as the main asset in the industry. Leveraging on people brings about the competitive advantage and assists the banks to survive the turmoil of the global economy. Research indicates that employees leave the organisations (i.e. banks) because they feel disengaged.

The research objective in this study was to investigate the high turnover rate and engagement factors in the Central Region, with specific focus on Branch Network. In order to achieve this objective, a literature review was conducted to understand employee turnover and the causes thereof. Secondly, the fundamental drivers of employee engagement were construed. Thirdly, based on the causes of employee turnover and fundamental drivers/factors of engagement, quantitative questionnaires were developed that established the extent to which employees agreed with the literature review. The questionnaires used were two-fold: self-administered questionnaires and human resource-administered exit interviews questionnaires. The questionnaires were administered using non-probability sampling of employees in the Central Region (Branch Network), which comprises the Free State, North West and Northern Cape provinces.

The foremost findings from the study indicated that the respondents concurred with the theoretical causes of turnover. These include heavy workload, working on unnecessary things, and insufficient time to get everything done at work. They also include doing things that should be done differently, incompatible requests from two or more people, salary packages (compensation), working conditions, not feeling secure in the current job, and lack of career advancement and growth.

Although the respondents indicated that overall they were happy working at Absa, the above factors are symptoms of a workforce that is at the disengaged state. Because of that, they might leave the Branch Network for other business units within Absa or even to competitors if drastic intervention is not taken.

In the absence of the employee turnover and engagement policies, the model recommended encompassed the following:

Engagement Model

- ✓ Organisational leadership
- ✓ Organisational culture
- ✓ Organisational strategies
- ✓ Role of leadership

Turnover

- ✓ A properly managed recruitment and selection strategy
- ✓ Development of excellent training programmes addressing the developmental areas of the employees
- ✓ A market-related salary according to the job role
- ✓ Performance development contract which will be reviewed and managed effectively on a regular basis
- ✓ Succession plan and transparent career path strategy

Keywords: Emotional engagement, cognitive engagement, intrinsic turnover, extrinsic turnover, functional turnover, dysfunctional turnover, voluntary turnover and involuntary turnover.

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Chapter 1: Introduction and Background

1.1 Introduction

Many organisations worldwide have experienced various challenges which have affected their functioning and productivity adversely. Human resources (HR) used to be at the core of development processes of the economy. However, this aspect of social conditions of human resources is gradually declining due to high global competitiveness affecting every industry, thus affecting employee turnover. The banking industry is dynamic and has developed considerably over the years. In order to increase their bottom line, banks leverage more on recruiting quality employees to render a superb service to customers in an endeavour not to lose them to their competitors (Abassi & Hollman, 2000).

In South Africa, the competition is mainly amongst the four big banks, namely, Absa, Standard Bank, Nedbank and First National Bank. These banks compete for the same market, and although in most cases they offer the same products to their clients, what differentiates them from one another is the service they offer. The branch managers, sales consultants and frontline staff (tellers and customer service clerks) are therefore crucial roles in the banking industry. Losing these staff members to the competition results in loss of productivity during the period when no one occupies the vacant position. What is more, high replacement costs have to be incurred as the job has to be advertised, interviews have to be conducted and training costs of new employees have to be borne. It also takes a while for newly appointed employees to become fully productive. The banks therefore have to gauge against the high rate of employee turnover.

Employee turnover is regarded as the most persisting challenge in many organisations (Armstrong, 2009). According to Kevin, Joan and Adrian (2004), there is no standard framework to understanding the employee turnover, but there are various factors which have been researched to assist in understanding and interpreting employee turnover. Branham (2005) considers that employee turnover is the end result of what the employee has been contemplating for days, weeks, months or even years because of feeling disengaged before the actual action of resigning occurs. The realisation of

the financial implication of employee turnover has forced the banks to look for other strategies to deal with these challenges. As banks are in a service-oriented industry, people are regarded as the main asset in the industry (human capital). Leveraging on people brings about competitive advantage and assists the banks to survive the turmoil of the global economy. Effective management of employee turnover is therefore essential, particularly understanding its cause, financial implications and what could be done to curb it.

According to Luthans and Peterson (2002), human capital and how it is managed has gained an elevated attention after technology dominance to enhance competitive edge. Ray (2003) supports this statement by affirming that organisations over the past decades have investigated various ways to improve competitiveness by refining their marketing strategies, introducing new products and changing their pricing strategies. Nevertheless, it has been found that the competitive advantage lies mainly in staff development and engagement, which ultimately reduces staff turnover.

It is therefore essential that organisations focus on staff engagement strategies to keep up with the global changes and competition. Some of the expectations from the employees which can improve engagement include (Luthans & Peterson, 2002):

- ✓ Challenging and meaningful work
- ✓ Increased loyalty to their profession more than the organisation
- ✓ Less autocracy and traditional structures
- ✓ Work-life balance
- ✓ Taking ownership of their career growth and advancement

As will be noticed in the next section, it appears that the Central Region (Branch Network) is affected by high employee turnover as compared to other regions within Absa. That being the case, there is a need for an investigation of employee turnover and engagement factors of staff within this business unit.

1.2 Background on Absa

Absa came into being in 1991 as a result of the amalgamation of various banks such as Sage Group, Allied, United, as well as Volkskas Group. It also obtained the shareholding of Bankfin, Senbank and Trustbank. Absa is one of the major banks in South Africa and is listed on the Johannesburg Stock Exchange (JSE). It offers extensive banking solutions including investment management, finance, retail, insurance, wealth management and commercial banking, and largely functions in South Africa. Absa holds several equities in Mozambique and Tanzania and is also very well represented in Nigeria and Namibia. It has headquarters in Johannesburg. Absa is a subsidiary of Barclays. Barclays acquired Absa in May 2005 at a stake of 55.5%, which has now been increased to 62.3%.

Retail division of Absa includes Branch Network (which will be the focus of the study) and is divided into six super regions, namely, Central, KwaZulu-Natal, Western Cape, Northern, Gauteng and Eastern Cape. Central Region covers Free State, North West and Northern Cape.

According to the annual reports from 2007 to 2013, the permanent employee turnover in Absa South Africa, which includes both voluntary and involuntary, was 13.8%, 15.6%, 12.3%, 10.1%, 11.9%, 14.6% and 11.7% respectively (Absa Annual Reports: 2007; 2008; 2009; 2010; 2011; 2012 and 2013), as depicted in Figure 1.1.

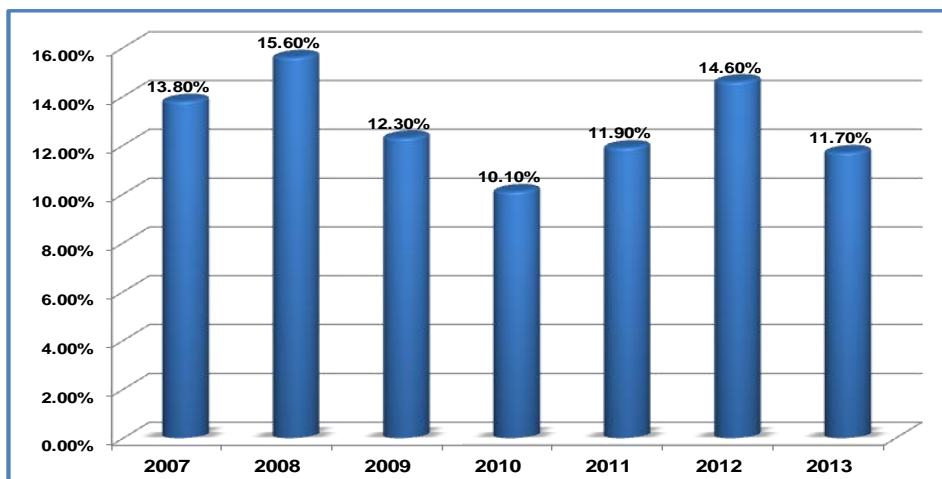


Figure 1.1: Employee turnover (Absa – South Africa)

Source: Absa Annual Reports (2007, 2008, 2009, 2010, 2011, 2012 and 2013)

The employee turnover statistics for the Central Region were only available from January 2011 to June 2014. However, they also provide an indication that the employee turnover in the region was higher than the one for national. For the purpose of this study, the formula used to calculate employee turnover is highlighted in Figure 1.2.

$\text{YTD turnover \%} = \frac{\text{Voluntary + Involuntary Turnover (Permanent Staff)}}{\text{Average number of permanent staff for the period under review}}$

Figure 1.2: Formula for calculating staff turnover

The employee turnover for the region was 16% (2011); 15.5% (2012); 14% (2013) and 9% (July 2014) (Naidoo, 2014). Even though the region is showing a downward trend, the turnover rate remains a concern, thus the need for this study. It is important to note that voluntary resignations also include employees who have moved out of Branch Network to other business units.

1.3 Problem statement

The problem is that the Absa Central Region (Branch Network) is often faced with high staff turnover as compared to the national average. This affects the performance of the region.

The rate (ratio) of staff turnover in the region is alarming in comparison to national, as depicted in Figure 1.1. The unwanted staff attrition results in interruption of normal operations, low levels of productivity, lost investment in training and development, lost revenue of key sales, increased replacement and recruitment costs, and increased customer complaints (dissatisfaction).

The predicament is that there are no proper policies on staff turnover and staff engagement in the organisation, which compromises optimum performance.

1.4 Problem questions

The problem questions for this study are as indicated below.

- ✓ What are Absa policies regarding employee turnover and employee engagement?
- ✓ What drives employees in the Central Region to leave the retail bank?
- ✓ What are the factors of employee engagement that are not implemented in the region which increase employee turnover?
- ✓ What would counteract the high employee turnover in the Central Region?
- ✓ What directives could be followed by the leadership of the region to curb employee turnover?

1.5 Research objectives

The next section will focus on the primary and secondary objectives of the study. The primary objective will be stated first followed by the secondary objectives.

1.5.1 Primary objective

The primary objective is to explore the factors influencing employee turnover and engagement of staff within Branch Network in Absa (Central Region).

1.5.2 Secondary objectives

In achieving the above-stated primary objective, the following secondary objectives are set:

- ✓ To provide an overview of employee turnover
- ✓ To discuss employee engagement
- ✓ To provide an overview of Absa policies on employee engagement and employee turnover
- ✓ To explore the major reasons for high employee turnover in the Central Region by means of an empirical investigation

- ✓ To explore the causes of turnover and the factors that affect employee engagement in Absa Central Region

1.6 Preliminary Literature Review

Employee turnover is explained by Grobler, Warnich, Carrell, Elbert and Hatfield (2006) as someone who has left, leaving and intent on leaving an organisation for a variety of reasons. According to Eder and Eisenberger (2008), an employee does not decide on the spur of the moment to leave an organisation but starts by showing signs of some withdrawal behaviour. Guerin, Devitt and Redmond (2010) describe these withdrawal behaviours as signs of feeling disengaged.

In this study, the investigation of employee turnover and engagement factors of staff within Branch Network in Absa (Central Region) will be the main focus. In order to get an understanding of staff turnover and staff engagement, the insights provided by various authors and earlier research conducted will be discussed. Voluntary and involuntary staff turnover will be discussed as well as notions such as dysfunctional, functional, avoidable and unavoidable. Factors affecting staff engagement and causes of employee turnover such as extrinsic and intrinsic factors will also be discussed.

1.7 Research design and methodology

According to Bryman and Bell (2007), a research design is a framework lever for the gathering and analysing of data. The choice of the research design signifies the level of priority given to an array of dimensions during the research process. The research design is seen as an enabler for obtaining responses to the research questions guiding the study.

The approach taken for this study was that of the survey research. The survey research can either be an interview survey or questionnaire survey (Russell, 2013). Self-administered questionnaire approach involved the distribution of questionnaires to a large number of people and was chosen for this study as it allowed anonymity and was cost effective (Russell, 2013).

1.7.1 Data collection

Data can be collected using many different methods. The method and the interpretation selected depend on the type of data required, as well as the reason why it is required and the analysis and application thereof. This research will mainly be quantitative in nature, as self-administered questionnaires will be individually completed and a human resource-administered exit interview questionnaire will be utilised.

1.7.2 Quantitative method

The approach employed for this study is the quantitative approach, as it uses the survey as a research mechanism, and data is quantified. Quantitative research method entails analysis or testing of numerical data. This method is used to evaluate and present staff choices and views and relate them with descriptive variables (Bryman & Bell, 2007).

1.7.3 Sampling strategy

The technique that was used in this research was a non-probability sampling method, in particular, accidental or haphazard sampling. This technique was chosen because the sample was readily available and convenient for the researcher to use and the researcher was able to depict the relationships which the researcher has easy access to. It is also much cheaper in comparison with other sampling methods. As this method implies that certain elements in the population are likely to be chosen than others, it meant that the researcher could not scientifically make a generalisation about the entire population, as the sample was not representative enough (Bless, Higson-Smith & Kagee, 2006).

1.7.4 Sampling limitation

The sample is limited to Branch Network in Absa Central Region, which covers the following provinces: Free State, North West and Northern Cape. The sample excluded the employees of Regional Office as well as regional managers. The outcome of the research might be different in other regions; as such, it might be difficult to generalise the findings to the broader population.

1.7.5 Sampling size

A total of 250 employees within the Branch Network in the Central Region will make up the sample frame. The employees' positions will vary from branch management, sales consultants and frontline staff.

Region	Sample
Free State	100
North West	100
Northern Cape	50

Figure 1.3: Sample size

1.8 Ethical considerations

Ethics are regarded as principles and values which have to be preserved as a guidance of good behaviour to ensure moral choices especially in relation to others (Cooper & Schindler, 2011). For the purposes of this research, the following principles will be used:

- ✓ The researcher will avoid any prejudice and remain objective.
- ✓ Respondents in this research will be thoroughly briefed what the research is all about and what the expectations are.
- ✓ In order to ensure that the respondents understand the purpose of the research and the role they will be playing, a consent form will be signed and kept as evidence.
- ✓ The researcher undertakes to be truthful at all times and not forge or falsify data received back from the participants.
- ✓ No information received from the respondents will be revealed.
- ✓ Should a respondent feel uncomfortable to participate further in the study, he/she will not be forced to continue.

1.9 Demarcation of the research

The study was conducted within Absa Central Region, and the targeted population will be sampled from the Free State, North West and Northern Cape in the human resources field. The survey was presented to employees in key roles of front-line, sales and branch management. The employees working in these roles constituted 90% of the workforce. Regional office staff, regional managers and other support staff will be excluded from the study. The study was carried out in the field of HR.

1.10 Chapter outline

Chapter	Title	Objective of Chapter
Chapter 1	Introduction	To introduce the topic and provide a background and a purpose of the study.
Chapter 2	Literature review	To give an outline on what is indicated in the literature about the various concepts introduced in the study.
Chapter 3	Research design and objective	To give a synopsis of the method used during the research. The chapter will include an outline of the research design as well as the methods used to gather the data for the research.
Chapter 4	Research analysis and findings	The chapter will present the results of the study as well as provide an analysis of the findings.
Chapter 5	Conclusions and recommendations	This chapter will discuss the findings of the study and draw conclusions from the research findings. Recommendations will be presented to the company regarding the research.

1.11 Conclusion

In this chapter, the problem statement regarding the reasons for employee turnover and the aim of the research and research methods were discussed. The chapter outline was also presented. The next chapter will endeavour to clarify the above by researching the literature of staff turnover and staff engagement.

Chapter 2: Employee Engagement

2.1 Introduction

The preceding chapter described the primary and secondary objectives of the study. Chapter 2 will review the literature of turnover, staff engagement and all related aspects. The insights provided by various authors and earlier research carried out in the field of staff turnover and staff engagement will be discussed.

Organisations are looking for productive employees who will remain in their employment for a longer period. However, there are various reasons which lead employees to disengage from their work. Disengagement could be as a result of lack of organisational commitment, lack of job satisfaction, or the work itself might be conflicting. According to Eder and Eisenberger (2008), if the employee is disengaged, he will start by showing withdrawal behaviours. These withdrawal behaviours can take on many forms and can lead to the employee resigning from the organisation, which could then be costly and damaging to the performance achievement and advancement of the organisation. Guerin *et al.* (2010) assert that the withdrawal behaviours happen when employees disengage from the organisation both physically and psychologically. This brings forward the first discussion of employee engagement, its drivers/factors towards achieving competitive advantage.

2.2 Drivers/factors of employee engagement

According to Ray (2003), competitive advantage of every organisation lies with its staff. It is important that organisations develop their staff and keep them engaged. According to research worldwide, employee engagement is currently on the decline (Bates, 2004; Richman, 2006). Roughly half of Americans are not fully engaged or are disengaged, and they cost US businesses US\$300 billion a year in lost productivity (Bates, 2004; Johnson, 2004). In India, only about 34% of the employees are fully engaged, and the rest are either partially engaged or completely disengaged (Trends in Global Employment Engagement, 2014). The number of Canadians that reported being highly engaged was 17%. A survey that was done by Blessing White research in 2012 shows the engagement levels by regions in Figure 2.1.

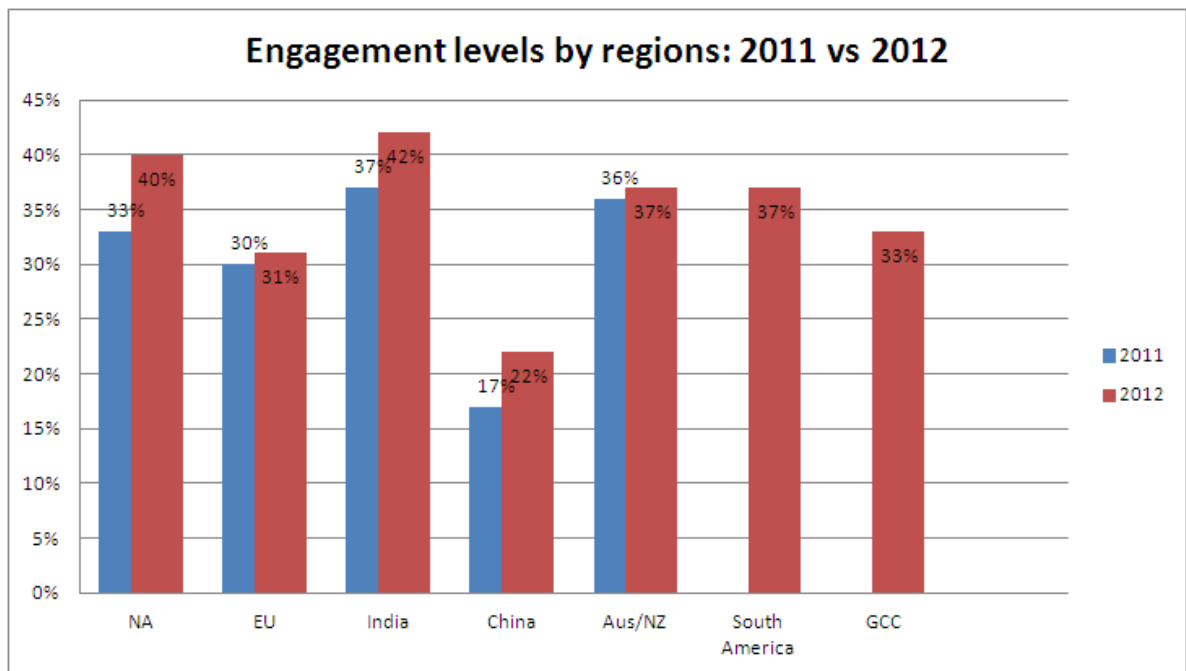


Figure 2.1: Engagement levels by regions

Source: White (2012)

The low global levels of employee engagement in Figure 2.1 suggest that managing employee engagement should be the focus point for South African organisations today.

Previous research conducted in the field of human resource assumed the main construct of engagement as being job satisfaction, motivation and commitment. These three constructs of engagement were undertaken to establish the progression that would optimise employee performance. Robinson and Hayday (2003) took the discussion further than just job satisfaction, motivation and commitment, and searched for the drivers/factors of engagement as the new focus point to excellent performance. What then is employee engagement, and what are the drivers/factors that ultimately lead to improved performance?

2.3 Employee engagement

Many organisations recognise employee engagement as the main element that predicts wanted organisational results such as innovation, improved productivity and customer satisfaction. Theisen (2010) argues that organisations with employees that

are not engaged lose 10% more in performance than the gain that would have been achieved through engaged employees.

Engagement has been defined as emotional and intellectual commitment to the organisation (Baumruk, 2004; Shaw, 2005; Richman, 2006) or the amount of discretionary effort exhibited by employees in their jobs (Frank, Finnegan & Taylor, 2004). This definition was affirmed by Gibbons (2006:3) by stating, “employee engagement is a heightened emotional and intellectual connection that an employee has for his/her job, organisation, manager or co-workers that in turn influence him/her to apply additional discretionary effort to his/her work”. It is clear from this definition that the focal point of employee engagement is on how emotional knowledge or psychological experience of work influences employees in presenting or absencing themselves during a task performance. Theisen (2010) differentiates the three constructs for psychological engagement and organisational behaviour: emotional, cognitive and personal engagement which will be discussed below.

2.3.1 Emotional engagement

Emotional engagement is when employees are personally satisfied with their job and feel as being part of the organisation. According to Theisen (2010), emotional engagement is described as having the willingness to contribute beyond the call of duty. It is understood that personal pride and passion motivate employees to exceed expectations. These employees have a bond with the organisation that encourages them to go an extra mile (Tinline & Crowe, 2010). They feel involved, committed, passionate and empowered, and demonstrate those feelings in work behaviour (Mone, Eisinger, Guggenheim, Price & Stine, 2011). The emotionally engaged employees are able to form strong relationships with others, including peers and managers, to offer empathy, and are concerned about others’ feelings (Ellis & Sorensen, 2007). This affirmation is relevant to this study considering how most organisations are advocating team work in the endeavour to increase their bottom line. When the entire team is emotionally engaged, the performance of the organisation will improve.

2.3.2 Cognitive engagement

Cognitive engagement refers to those employees who are aware of their role in the organisation. Macey and Scheneider (2008:10) add that the cognitive-engaged employees are those “who know what to do at work and want to do the work”, which means the employees have the right knowledge as well as the attitude and willingness to do the work. These employees understand the organisational objectives and strive to achieve them. In order to achieve the organisational objectives, the employees have to be provided with the necessary tools and resources in order to act on their sense of pride and passion, and feel stimulated through the emotive state (Towers Perrin Talent Report, 2003).

2.3.3 Personal engagement

Employee personal engagement is dependent on the task at hand. This means that there is a possibility to be engaged on one dimension and not on the other. An employee may be more engaged on an emotional more than on a cognitive dimension. According to Meere (2005), the more engaged the employee is on both emotional and cognitive dimensions, the higher the level of personal engagement. Based on the description of the emotional and cognitive constructs of employee engagement, Coffman and Gonzalez-Molina (2002) differentiates amongst the three levels of personal engagement as follows:

- ✓ Highly engaged
- ✓ Moderately engaged
- ✓ Disengaged

2.3.3.1 *Highly engaged*

Highly engaged employees are those employees that contribute freely to the organisation, go an extra mile, and often exceed expectations because they find their work interesting, fulfilling, rewarding and challenging (Lockwood, 2007). They display both the cognitive and emotional behaviours and understand the objectives of the company. Employees who fall under this category usually build a strong relationship with their colleagues and managers.

A further considerable finding is that highly engaged employees are content with their lives outside of the work situation. They do not only contribute to the goals of the organisations but are active participants in family and community affairs (Coffman & Gonzalez-Molina, 2002). Coffman and Gonzalez-Molina (2002) summarise the characteristics of the highly engaged employees as follows:

- ✓ Apply their talents every day
- ✓ Are innovative and drive efficiency
- ✓ Consistent high performers
- ✓ Clear about their roles and expectations
- ✓ Support colleagues and managers
- ✓ Emotionally dedicated and committed
- ✓ Challenge purpose to achieve goals
- ✓ Eagerness and energetic
- ✓ Creative and always have something meaningful to do
- ✓ Widen their scope and build on it
- ✓ Commitment to the organisation, business unit and their role

The challenge faced by organisations is therefore to discover the drivers that would pull employees from moderately engaged and disengaged to being highly engaged.

2.3.3.2 *Moderately engaged*

This refers to employees who attend and participate at work but are time serving and put no passion or energy into their work (Meere, 2005). The employees under this section do only what is requested from them, do not go an extra mile, and never feel challenged to deliver discretionary effort. Coffman and Gonzalez-Molina (2002) state that these employees have the potential to move to a highly engaged level if managed properly. On the contrary, if there are no checks and balances to monitor them, they become despondent, and disenchantment with their work may drive them into the disengaged category. Organisations are therefore obliged to recognise employees who fall into this category and to take corrective measures to move them towards the engaged category. Kreisman (2002) stressed that the sole responsibility of inspiring the moderately engaged employees lies with the line manager.

Coffman and Gonzalez-Molina (2002) summarise the characteristics of the moderately engaged employees as follows:

- ✓ Meets the expectations
- ✓ Uncertain or incapable to do the work with confidence
- ✓ Lack of dedication and commitment
- ✓ Lack of interest to achieve more
- ✓ Although an element of commitment to the organisation is there, there is always a lack of desire to take a lead role or work group
- ✓ Will speak bluntly about negative opinions

Senior leadership in the organisation have to take cognisance of the features of the moderately engaged employees in order to be in a position to fall under this category and to take the necessary action to move them to the engaged state.

2.3.3.3 *Disengaged*

Disengaged employees are employees who are unhappy at work and who act out their unhappiness at work and also undermine their colleagues' work on a daily basis (Meere, 2005). These employees have separated themselves cognitively and emotionally from the work situation. According to Branham (2005), employees do not tender their resignations on the spot. They become disillusioned for a while and stay in the disengaged state before quitting. Disengaged employees show lack of interest in their work, do not worry about the quality of their work, put no extra efforts, and their task behaviour is robotic or appears to be programmed (Luthans & Peterson, 2002). In the true sense, these are employees who have already left the organisation on an emotional level.

Coffman and Gonzalez-Molina (2002) and Branham (2005) concur on the behavioural signals of characteristics of a disengaged employee, which are summarised as:

- ✓ Normal reaction begins with resistance
- ✓ Increase in absenteeism or tardiness
- ✓ Incapable to shift from the problem to the solution
- ✓ Not committed at all
- ✓ Always in isolation

- ✓ Decline in productivity
- ✓ Increase in complaints regarding fellow colleagues, customers, resources, not knowing what the role expectation is, boring or monotonous job and too much work
- ✓ Deliberate missing of deadlines
- ✓ Change in the way the employee relates to superiors and colleagues
- ✓ Applying for other jobs

Searching and retaining the right talent and, most of all, keeping them engaged represents today the key that drives organisations forward and sustains business performance in competitive and dynamic market conditions (Echols, 2007). Various practitioners consider employee engagement as a measure that reflects the degree to which employees contribute through their effort and passion to the success and performance of their organisation. The most common elements coming out from these definitions is the concept that employee engagement is a pleasing condition, has an organisational purpose, and connotes involvement, commitment, passion, enthusiasm, focused effort and energy. This means that engagement has both attitudinal and behavioural components. The antecedents of such attitudes and behaviours are located in conditions under which people work, and the consequences are thought to be of value to organisational effectiveness (Erickson & Gratton, 2007).

The engaged employees tend to stay longer in an organisation and do not look for jobs in other organisations, unlike the disengaged employees. It is therefore crucial that management stays close to the disengaged employees and apply the necessary measures to move them to the engaged level. It costs organisations a significant amount of money to replace an employee who has resigned. It is clear from the discussion that disengaged employees are the ones who are likely to leave organisations, thus increasing the rate of staff turnover. The next pertinent question is therefore, "What is the staff turnover?"

2.4 Staff turnover

According to Harrison, Virick and Williams (2006), staff turnover is not an isolated incident; it is a process of disengagement or disconnection between an employee and the organisation, which can take time. In most instances, management has control over an employee's decision to stay or leave the organisation (Gray & Phillips, 2006). Management has ample opportunities to monitor the behaviour of the employees and put measures in place to pull out the disengaged employees into the engaged state.

High staff turnover rate is arrived at by comparing the tenure of employees in one organisation with that of the other in the same company or industry (Gray & Phillips, 2006).

Another study by Woods (as cited in Ongori, 2007) suggests that a vacancy can be created by the employee voluntarily or involuntarily by leaving the organisation, which will necessitate a new employee being hired and trained. This replacement cycle is referred to as turnover.

Griffeth and Hom (2001) distinguished between voluntary and involuntary turnover by using the following questions:

- ✓ Are the employees leaving their jobs on their own accord or is it as a result of a pronouncement made by the employer?
- ✓ If the decision was made by the employer, was it because the employee's performance was poor or ineffective?
- ✓ Was the resignation avoidable or unavoidable?

For the purpose of this study, staff turnover is referred to as an entire process associated with filling a vacancy created by voluntary or involuntary resignation irrespective of whether it was avoidable or unavoidable.

The next section will elaborate on the types of turnover and their attributes as illustrated in Figure 2.2.

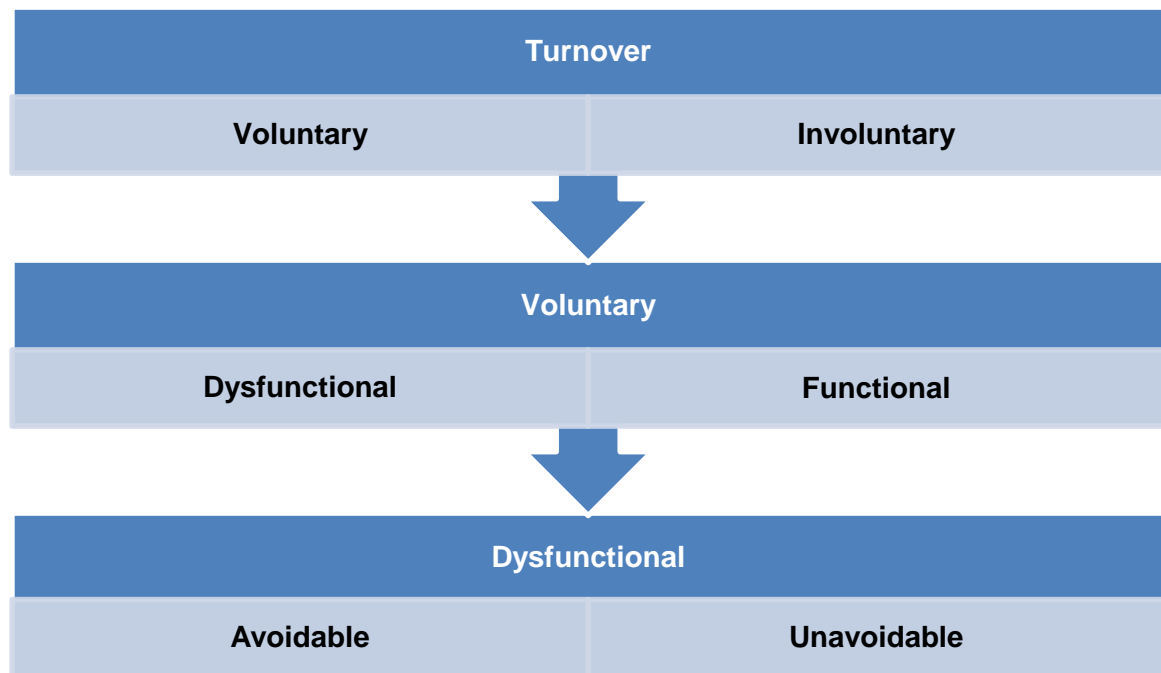


Figure 2.2: Types of turnover

Source: Griffeth and Hom (2001)

2.5 Types of turnover

A vacancy can be created by the employee voluntarily or involuntarily by leaving an organisation (Griffeth & Hom, 2001). This section will discuss the two types of turnover, namely, voluntary and involuntary turnover.

2.5.1 Voluntary turnover

When employees intentionally change organisations or decide to leave the labour market completely is referred to as voluntary turnover (Karin & Birgit, 2007). The decision to leave is instigated by the employee. Voluntary turnover can be affected by better career opportunities, job stress as well as job satisfaction. Dess and Shaw (2001) maintain that voluntary turnover is the main attribute to reduced productivity. It can however be predicted, controlled and managed. If voluntary turnover is not managed properly, it can have an adverse impact on staff costs and in the long run affect the liquidity position of the organisation. The costs incurred could either be (Dess & Shaw, 2001):

- ✓ Direct costs (replacement, recruitment and selection, temporary costs, and management time)
- ✓ Indirect costs (morale, pressure on remaining staff, costs of learning, product/service quality, and organisational memory)
- ✓ The loss of social capital

2.5.2 Involuntary turnover

Frank *et al.* (2004) stated that involuntary turnover refers to the discharging of employees from their services due to underperformance or for being involved in illegal activities and having violated the organisation's policies and guidelines. In most cases, involuntary turnover is initiated by the employer, and the employees have no say as in the case of retrenchments and dismissals. Involuntary turnover may also include retirements and death. Another finding by Ferguson and Ferguson (2006) indicate that involuntary turnover can also be instigated by the employee. This takes place when the employee resigns to take care of a terminally ill family member or accompany a spouse to another area. Ferguson and Ferguson (2006) believe that these reasons should be considered as involuntary, as they are beyond the employee's control.

There is a fine distinction between voluntary and involuntary turnover, according to Frank *et al.* (2004). Besides the possibility of the reasons of the turnover being misinterpreted, there is also another challenge in that employees leaving the organisation are not always honest when completing the exit interview questionnaire. The employees are still dependent on the former employer to provide future references, and this dilutes the clear-cut distinction between voluntary and involuntary turnover. Employees do not want to put themselves or the organisation in a bad light (Maertz, Stevens & Campion, 2003).

Voluntary turnover is further described as dysfunctional or functional.

2.5.1.1 *Dysfunctional turnover*

Turnover of certain employees may either be dysfunctional or functional, depending on the organisation's measurement of individual performance (Haines, Jalette & Larose, 2010). Turnover is said to be dysfunctional when high-performing, experienced and skilled employees are replaced by low-performing, unskilled and inexperienced employees (Hayes, O'Brien-Pallas, Duffield, Shamian, Hughes, Spence Laschinger, North & Stone, 2006). The departure of poor-performing employees is actually beneficial for the organisation (Haines *et al.*, 2010). The goal of the organisation should therefore be to reduce the dysfunctional turnover and not necessarily the employee turnover in totality. Effective and suitable human resources programmes and policies should be developed to ensure that the organisation nurtures its talent and does not lose it to competitors (Mello, 2006).

2.5.1.2 *Functional turnover*

Turnover is regarded as functional (positive) when underperforming employees are replaced by more skilled, experienced and high-performing employees (Casio, 2006; Mello, 2006). The resignation of low-performing employees allows organisations to recruit new employees who are more energetic, have fresh ideas and are innovative. This will be essential as it removes stagnancy and complacency in the system. According to Mello (2006), the cessation of employee relationships that are troublesome at times improves the morale amongst the rest of the employees who are left remaining in the organisation. In a study by Glebbeek and Bax (2004), it was stated that positive effects brought about to the organisation by turnover should not be overlooked.

2.6 *Avoidable turnover*

It is crucial to make a distinction between avoidable and unavoidable turnover and establish the necessary interventions needed to curb employee turnover (Morrell, Loan-Clarke & Wilkinson, 2001). According to Cave (2014), avoidable turnover means that the organisation has the necessary measures in place which can be used to cut back the turnover rate, such as layoff of employees, dismissals, forced retirement, better working conditions, better salaries or addressing the lack of leadership and administration. Avoidable turnover is within the control of the organisation and can be

prohibited by ensuring that recruitment, employee performance assessments and employee engagement are done effectively. This will enhance the retention of employees (Morrell *et al.*, 2001).

2.7 Unavoidable turnover

Unavoidable turnover refers to termination initiated by the employee due to family relocation, childbirth, caring for sick family members, and death (Griffeth & Hom, 2001). Employers have little control over unavoidable turnover, as it is circumstantial and involuntary. However, it is important that management ensures that all elements that trigger employee turnover are addressed. The number of involuntary turnover is always lower than voluntary turnover. Causes of turnover are discussed in the section that follows.

2.8 Causes of turnover

In order for organisations to reduce turnover, it is essential that they understand its cause (Michal, Nissly & Levin, 2001). Bratton and Gold (2003) recognise some factors causing high staff turnover as:

- ✓ Mismatch between the job and the employee's expectations
- ✓ Lack of recognition from line managers
- ✓ Lack of adequate training
- ✓ Lack of self-sufficiency
- ✓ Job not challenging and lack of variety within the work
- ✓ Lack of career growth and advancement
- ✓ Dissatisfied with management standards and lack of consultation

It is important for organisations to conduct exit interviews in order to find out why the employees leave. The strategies and action plans could then be formulated from the exit interviews for the purpose of assisting in curbing employee turnover. Maertz *et al.* (2003) stated that exit interviews alone do not provide reliable information that could be used to identify the factors that cause turnover in the organisation. Some of the employees may not provide accurate information (Griffeth & Hom, 2001); hence, academic researchers use the exit interview as a secondary tool for data collection.

Bratton and Gold (2003) and Loquercio (2005) further classified the factors which cause high turnover as extrinsic and intrinsic. The discussion that follows will focus on these two factors.

2.8.1 Extrinsic factors

Extrinsic factors are factors which cause the staff turnover but that are not within the employee's control. These factors include job satisfaction, supervision, work conditions, co-workers, pay, policies, the job itself and status (Maertz & Griffeth, 2004). Kinnear and Sutherland (2009) claimed that extrinsic factors did not serve as satisfiers, but their absence could well be a source of dissatisfaction. Management has to take cognisance of these factors to avoid high staff turnover as a result of employees being dissatisfied.

2.8.1.1 Job satisfaction

Dessler (as cited in Mbah & Ikemefuna, 2012) refers to job satisfaction as the degree of needs satisfaction that is derived from an employee experience on the job. Mbah & Ikemefuna, (2012) affirms on the ability of employees to contribute to an organisation's aspirations, feeling happy doing their job, with the hope that their needs will be achieved. Research has shown that job satisfaction is strongly linked to an employee's intention to leave an organisation (Lambert, Hogan & Barton, 2001; Silverthorne, 2004; Egan, Yang & Bartlett, 2004; MacIntosh & Doherty, 2010). This means that the more satisfied employees are, the less likely they are to seek a new employer.

On the other hand, if employees do not feel satisfied in their jobs they are likely to (Hom & Kinicki, 2001)

- ✓ think about quitting;
- ✓ evaluate the expected utility of searching for another job and the costs associated with quitting the present job;
- ✓ search for alternative jobs that may emerge; and
- ✓ compare those alternatives to the present job, which, in turn, can lead to having an intention to quit and eventual employee turnover.

The continuation of high turnover causes disruption in organisational performance. In most cases, employees who quit are those that are dissatisfied with their job. When employees are dissatisfied, resigning from the organisation becomes the best option. According to Nel, Gerber, Van Dyk, Haasbroek, Schultz, Sono and Werner (2004), high absenteeism and staff turnover figures might be a hint of dissatisfaction in an organisation. High staff turnover can therefore be attributed to job dissatisfaction.

Job dissatisfaction can trigger staff turnover (Hom & Kinicki, 2001). Where the employment rate is low, it becomes easier for employees to leave if they are not satisfied with their job. Once the employees develop thoughts about leaving in a situation whereby alternatives are available, terminating the employment becomes one of the considered options (Dockel, 2003). Dockel (2003) further indicates that the employer has to establish retention strategies that will curb staff turnover.

2.8.1.2 *Supervision*

Borstorff and Marker (2007) indicate that a poor working relationship between managers and employees increases the likelihood of employees quitting their jobs. A positive supervisor-employee relationship influences the quality of two-way communication, trust, and performance while increasing job satisfaction, organisational commitment, and lower intentions to quit (Harris, Harris & Eplion, 2007). Research shows that supervisors and managers have an important impact on employee turnover. The length of time that employees stay in an organisation is largely determined by the relationship between employees and their managers (Dobbs, 2001). According to Griffeth and Hom (2001), management researchers have blamed bad supervision as a prime culprit of turnover. It is therefore crucial for an organisation to develop its managers in order to improve their leadership skills. Developing an appropriate management style of the leaders often becomes more important than salary increases, as developed managers would be in a position to set targets which will keep employees motivated and that will, in turn, lead to high performance and a desire to stay.

2.8.1.2.1 *Employees value certain factors about managers*

- ✓ Employees desire managers who know and understand them, and who treat them justly (Westover & Taylor, 2010).
- ✓ Employees also prefer managers who can be trusted. If employees feel that their managers are fair, reasonable and supportive, levels of job satisfaction increase.
- ✓ Secondly, if the manager shows interest in the well-being of employees and is supportive and sensitive towards employees emotionally, employee job satisfaction increases.
- ✓ Furthermore, autonomy is valued by employees and decreases turnover (Egan *et al.*, 2004).

2.8.1.3 **Work conditions**

In a study of industrial and office workers conducted by Lee (2006), job satisfaction was found to be positively related to individual flexibility, personal control of the immediate work environment, social interaction, privacy, and few distractions or disruptions. Employees regard better working conditions as one of the important factors in the organisation. The other study conducted by Pillay (2009) indicates that poor working conditions push employees to look for other organisations with a better working environment. It is therefore important to recognise that work conditions play an important role when an employee decides whether to remain in the employ of the company or resign. Organisations have to take cognisance of the impact service benefits have on staff retention.

In South Africa, service benefits such as conditions of employment including leave, working time and termination of employment are regulated. Organisations have to comply with the minimum conditions of the Basic Conditions of Employment Act. In order to remain competitive, the service conditions have to be attractive. This could be used to motivate and retain employees (Pillay, 2009).

2.8.1.4 Co-workers

The quality of interpersonal relationships between co-workers at all levels influences the good feelings and positive support associated with job satisfaction (Harris, Winkowski & Engdahl, 2007). This includes coaching, helping with assignments, and giving instruction. A positive relationship has been found to contribute to motivation and mediate against stress (Shirey, 2004). In addition, it reduces the intent to quit. On the other hand, the lack of social support increases the likelihood of turnover and contributes to job-related depression and burnout (Shirey, 2004). Consequently, the more employees work together to reach a common goal and support one another, the more content they will feel in their job. The employees will feel satisfied and will not consider quitting.

2.8.1.5 Pay

For the purpose of this study, pay refers to all forms of monetary compensation received by an employee including:

- ✓ Salaries packages
- ✓ Wages
- ✓ Financial benefits
- ✓ Deferred benefits

According to Gerber (2008), there is much speculation amongst academic practitioners about the influence that pay has as a motivator to stay in the organisation. Gerber (2008) posits that money stops to be a motivator when the employee has enough funds. The employee may therefore not be attracted to other organisations or stay in the current organisation because of salary payment. On the other hand, for employees who need money, salary payments become a motivating factor. Another study by Furnham (2006) shows that compensation does not have a long-term motivational effect nor does it increase productivity. Furnham (2006) considers that if salary pay does not meet employee expectations or employees perceive other colleagues on the same job level as earning more (disparity), they may feel less motivated and performance will be adversely affected.

The intent purpose of pay is to pull competent employees to the organisation and to retain them in order to achieve organisational goals (Gerber, 2008). Notwithstanding the importance of salaries, many professionals mentioned other factors such as better working conditions and job satisfaction as key factors that would retain them rather than pay (Van Dormael, Dugas, Kone, Coulibaly, Sy & Desplats, 2008). Conversely, Tetty (2005) specified that employees who are dissatisfied with their salary pay are likely to be non-committal to their job and ultimately will decide to leave. Employers have to be conscious of the impact that pay may have on the employees and offer them market-related salaries to avoid this factor influencing the employee to leave.

2.8.1.6 *Policies*

The challenge of employee turnover can be dealt with through development and effective implementation of workplace policies. Workplace policies should address engagement and turnover in order to increase loyalty and commitment of employees (Lochhead & Stephens, 2004). Holt and Blevins (2011) tie this factor of policies to employee perceptions about communication, administrative practices and overall benefits. In this regard, policies, procedures and practices that reflect a genuine interest in employee well-being encourage organisation commitment (Anuna, 2007). However, if the actual leadership style is inconsistent with extant policy, employee commitment will decline and lead to turnover (Witt, Andrews & Kacmar, 2000).

The study of Vandenberg, Richardson and Eastman (2009) revealed that considerable practical benefits may be attained in organisations that encourage a participative approach in order to increase the morale of employees. If employees are involved and informed about policies, they become psychologically attached to the organisation and are likely to stay longer in the organisation. Organisations should strive to enhance their systems, policies and procedures, and be people-centric. When employees feel that they can identify themselves with the organisation, it reduces the chances of quitting. Casio (2006) submits that employers should focus more on what motivates their employees.

2.8.1.7 Job

The nature of the job done by employees affords them the level of responsibility and opportunity for growth (Ito & Brotheridge, 2007). According to Sharma and Bhaskar (2001), the type of work given to an employee has a direct, positive impact on job satisfaction. Employees who enjoy their work show more interest in what they do and go an extra mile to achieve the goals of the organisation (Gately, as cited in Aamodt, 2004). According to Aamodt (2004), factors that enhance job satisfaction include:

- ✓ Alignment of the job to the core objectives of the organisation (job importance)
- ✓ Independence (autonomy)
- ✓ Self-governance of processes and procedures (control)
- ✓ More challenging work
- ✓ Support and encouragement from line managers

The study of Culpin and Wright (2002) affirms that employees enjoy huge responsibilities and increased scope of work. Employees become satisfied when they are given challenging work (Aamodt, 2004). If the job itself is not satisfying, the employee may consider leaving. This includes complexity and scope of work.

Research reveals that employees' perceptions of their work have a direct influence on their tenure at the organisation (Culpin & Wright, 2002). Thus, job design is an important consideration in the elevation of motivational levels among workers.

2.8.1.8 Status

This factor is referred to as any consideration that would enhance an employee's sense of importance, prominence or position in life. Examples would be a big office, company-provided transportation, or any other special privilege that would distinguish one employee from another. Several studies have found a positive correlation between status and job satisfaction (Rostamy, Hosseini, Azar, Khaef-Elahi & Hassanzadeh, 2008). Job status plays a pivotal role in the reduction of staff turnover and should therefore be used as a career incentive and reward to retain qualified employees (Zhao & Zhou, 2008). Research conducted done by Sikorska-Simmons (2005) reported staff members who occupy higher positions and who are involved in decision-

making as being more motivated and satisfied than ones who are less educated. Organisations should therefore have strategies to retain employees who are qualified and who occupy critical roles in the organisation.

2.8.2 Intrinsic factors

Intrinsic factors are factors that influence people in a certain way, such as challenging work, increased responsibilities, opportunities for growth, and advancement and autonomy (Armstrong, 2009). The intrinsic factors that will be covered below include job fit, career growth, demographic factors, training and development, and performance management.

2.8.2.1 Job fit

The purpose of a selection process is to identify employees who fit a job (Grobler *et al.*, 2006). If the employee is fit for the role, the level of job satisfaction will elevate. The employee will not consider leaving, as the job will be what he/she was looking for and, on the other hand, what the employer needed. Grobler *et al.* (2006) stated that the majority of employees who left their organisations voluntarily within a year provided “not fit for role” as the reason for leaving.

The challenge faced by organisations is that the mismatch of employer and employee expectations could be addressed by offering the employee another job within the organisation or turnover. Either way, training costs will be incurred. If the employee is transferred, he/she would have to be trained in the new role. Contrariwise, if the route of turnover is taken, the new employee also has to be trained (Grobler *et al.*, 2006). According to Greenberg and Baron (2003), a happy employee is very productive. It is therefore important that the selection process is extensive and robust so that the person who is job fit is appointed to prevent turnover happening within the year of employment.

2.8.2.2 Career promotion

The study of Bajpai and Srivastata (2004) indicate that promotion affords employees an opportunity for career growth and advancement. Employees embrace fair and transparent promotion policies (Robbins, 2009). Robbins (2009) further states that the employee seeks promotion and practices that they observe to be

- ✓ fair and unambiguous, and
- ✓ in line with their expectations.

If the promotion policies are fair, the employee will also be positive and work hard knowing that his/her efforts will be rewarded (Bajpai & Srivastata, 2004). Another study by Pergamit and Veum (2001) highlighted that promotion provides the employees with

- ✓ opportunities for personal growth;
- ✓ more responsibilities; and
- ✓ increased social status.

Robbins (2009) established a positive relationship between career growth and decline in turnover. Employees who view promotion decisions as fair are likely to stay longer in the organisation (Pergamit & Veum, 2001). The growth can take the form of vertical or horizontal mobility, development opportunities, and acquisition of skills (Carmeli, Shalom & Weisberg, 2007).

2.8.2.3 Demographic factors

Demographic factors can also influence the employee to quit. They include elements such as age, gender, job level, marital status, length of service and number of dependents. Age and marital status will next be discussed briefly.

2.8.2.3.1 Age

The effect of aging employees has become a focal point for most studies as a result of legislation such as the Labour Relations Act (Act 66 of 1995) which virtually outlaws mandatory retirement (Robbins, Odendaal & Roodt, 2003). Robbins *et al.* (2003) state that HIV and AIDS impact turnover negatively. In South Africa, a majority of

organisations will have an aging workforce due to the HIV and AIDS pandemics that affect the young generation. As a consequence, there will be a decline in the number of youth entering the labour market. Employers are therefore obliged to value the skills and capabilities of an older workforce. However, the reality of the older workforce has an effect on

- ✓ productivity;
- ✓ turnover; and
- ✓ Absenteeism (Robbins *et al.*, 2003).

Okpara (2004) found that there is a relationship between age and job satisfaction. Older people are generally more content with their jobs than younger people mainly because of their family commitments and responsibilities (Okpara, 2004). Nonetheless, other studies by Alavi and Askaripur (2003) and Siu (2002) reveal that the relationship between the two variables is not significant.

2.8.2.3.2 *Marital status*

According to Robbins *et al.* (2003), married employees are mostly satisfied with their jobs. Robbins *et al.* (2003) postulates that marriage requires increased responsibilities that make a job more valuable and important; therefore, married employees are less likely to leave their jobs.

The fundamental relationship between marriage and job satisfaction, however, remains uncertain as there is a possibility that unmarried employees might also report high levels of job satisfaction. This is given that turnover is dependent on different factors.

Research shows that there are various reasons for employee turnover, as discussed above. However, in most cases, employee turnover is avoidable, and organisations must understand the reasons why employees leave in order to control the costs associated with turnover. Such costs include hiring and replacement costs (Robbins *et al.*, 2003).

2.8.2.4 Training and development

Employee turnover can also be affected adversely by lack of training and development. The study conducted by ASTD in 2003 revealed that 41% of employees at organisations which offered less training planned to quit within a year, compared to 12% planned exits at organisations with proper training programmes (Dubinsky & Skinner, 2003).

Various training programmes may assist organisations to create and reinforce high work involvement processes (Vandenberg *et al.*, 2001). It is crucial for organisations to give employees opportunities to develop themselves and enhance their skills. The employers will therefore have a pool of knowledgeable employees to fill positions in vacant positions. Lack of development and training are some of the reasons for voluntary turnover (Dubinsky & Skinner, 2003). Employers should therefore invest in training and developing their workforce.

2.8.2.5 Performance management

The effective management of employee performance is imperative to the organisation's performance. Performance management identifies employees who make a contribution to the organisation (Sherman, Alper & Wolfson, 2001). The research of Sherman *et al.* (2001) revealed that 55% of the employees interviewed believed that their organisations tolerated poor performance. Employees also felt that their managers lacked awareness of their resentment of poor performers within the group. The study explained why organisations were losing excellent employees and suggested that employers handle poor performance in a more robust manner (Sherman *et al.*, 2001).

Organisations should also incentivise excellent performers, as that may serve as an encouragement for the employees to work even harder (Griffeth & Hom, 2001). According to Heathfield (2008, management of poor performers should be done effectively so that the organisation does not end up being left with poor performers while the excellent performers are quitting. Providing regular performance management feedback to employees enables management to share best practice to the rest of the employees and build strong relationships amongst employees.

2.9 Conclusion

In this chapter, employee engagement and turnover were explained, and various constructs on which they are based were discussed. Particular emphasis was placed on identifying the drivers/factors of employee engagement and causes of turnover. The focal point was on engagement drivers that demonstrated a strong relationship with staff turnover.

Based on the literature researched, the researcher believes that an engagement approach, although not a panacea for all performance matters, can decrease employee turnover. It was evident from the studies that employee engagement needs involvement of both the leader or the manager/supervisor and the person being lead, managed or supervised for it to be effectively enhanced and embedded as an organisational culture. According to researchers, engaged employees stay longer in an organisation and employee turnover reduced.

The chapter that follows will discuss the research design and methodology employed in this study.

Chapter 3: Research Methodology

3.1 Introduction

The foregoing chapter focused on a review of literature pertinent to the research topic. Chapter 3 deals with the research design and research methodology of addressing the primary and secondary objectives mentioned in Chapter 1. Aspects of the research design as well as the underpinning research methodology will be explored in order to attain the objective of the study. There are two types of research methodologies: quantitative and qualitative.

Qualitative research method focuses on understanding ways in which people act and account for their actions. It is usually conducted through intense contact within a field and assists a researcher to obtain a holistic picture of the phenomena of interest or conduct in a natural setting. It is centred on experience, meaning and understanding (Cooper & Schindler, 2011).

Quantitative research method, on the other hand, entails the analysis or testing of numerical data. This method is used to evaluate and present staff choices and views, and relate them with descriptive variables (Bryman & Bell, 2007).

William and Mohamed (2007) listed the following as the advantages of quantitative research:

- ✓ Numbers provide accurate precision when reporting results.
- ✓ Computer software packages can be used to analyse the information.
- ✓ It is more dependable and objective.
- ✓ It uses statistics to generalise a finding.
- ✓ It regularly reduces and restructures a complex problem to a limited number of variables.
- ✓ It looks at relationships between variables and can establish cause and effect in highly controlled circumstances.
- ✓ It presumes that a sample is representative of a population.

The approach employed for this study was the quantitative approach, as it used the survey as a research mechanism, and data was quantified. This method assisted the researcher to establish factors influencing employee turnover and engagement of staff within Branch Network and to provide recommendations to the leadership in the region in order to enhance engagement and curb high turnover.

3.2 Research design

According to Bryman and Bell (2007), a research design is a framework lever for the gathering and analysing of data. The choice of the research design signifies the level of priority given to an array of dimensions during the research process. The research design is seen as an enabler for obtaining responses to the research questions guiding the study.

The approach taken for this study was that of the survey research. The survey research can either be an interview survey or questionnaire survey (Russell, 2013). Self-administered questionnaire approach involved the distribution of questionnaires to a large number of people and was chosen for this study for the following reasons:

- ✓ It allowed anonymity (anonymity enhances honesty especially to highly personal questions).
- ✓ It was more cost-effective than interviewing (Russell, 2013).

In addition to the questionnaires, an empirical study was done through exit interviews conducted by the human resource department on the employees before they left the organisation. According to Russell (2013), exit interviews provide crucial information to improve recruitment and induction of new employees. These interviews serve as an indicator to improve staff retention and can assist to retain employees who were at the verge of leaving the organisation.

3.3 Sampling strategy

The sampling strategy covered target population, sampling method and sampling size.

3.3.1 Target population

The target population was employees working in Absa Branch Network in the Central Region (Free State, Northern Cape and North West). The study population excluded regional management, i.e. regional executives, regional managers as well as branch area managers.

3.3.2 Sampling method

Because of the large number of employees in the region, it was not feasible to conduct a census due to logistics and time constraints. It was therefore decided to use a non-probability sampling method, in particular, accidental or haphazard sampling. According to Bless *et al.* (2006), non-probability sampling is when the sample is not selected using a random sampling method. This method implies that certain elements in the population are likely to be chosen than others. There is also the likelihood that some elements are not selected at all. The drawback about this method was that one would not be able to make a broad generalisation about the entire population.

3.3.3 Sample size

There are approximately 1 100 permanent full-time equivalent employees in Branch Network in the Central Region. For the purpose of this study, 250 employees were sampled. Out of 250 questionnaires sent out, a total of 150 completed questionnaires were returned, representing an overall response rate of 60%. The reasonable normal response rate for the questionnaire survey is 55%, according to Welman and Kruger (2001) and Blumberg, Cooper and Schindler (2008). However, the disadvantage of using a self-administered questionnaire is a low return rate.

A total of 484 employees exited the Branch Network between January 2011 and July 2014. The total population was explored by the researcher in order to establish the reasons provided by the employee on the exit interview questionnaire. The information was obtained from the human resource department.

3.4 Data collection method

Data can be collected using many different methods. The method and the interpretation selected depend on the type of data required, the reason why it is required, and the analysis and application thereof. This research was mainly quantitative in nature, as self-administered questionnaires were individually completed and human resource department developed the exit interview questionnaire.

Self-administered questionnaires were arranged according to a Likert-type scale (one to four). The reason for using the Likert scale was to test the employee's attitude, beliefs, judgement and feelings on certain variables of employee engagement and staff turnover. The Likert scale is advantageous, as it is very easy to use and does not require too much effort to construct (Cooper & Schindler, 2011). It was therefore preferred for this study to provide more reliable data than many other scales.

The questionnaires consisted of 34 closed-ended questions to gather data from the selected population. One of the closed questions required a 'yes' or 'no' answer. This format is what Bryman and Bell (2007) refer to as a binary response. All the questions were presented in English as it is a medium of instructions in the organisation.

The researcher adhered to the following guidelines as provided by McMillan & Schumacher (2006) on the construction of the questionnaires:

- ✓ The questions were clear and not ambiguous to enable the same interpretations by the respondents.
- ✓ All the questions were narrowed to a single concept or idea and double-barrelled questions avoided.
- ✓ In order to obtain reliable information, competent respondents were considered who have a thorough understanding of the research topic.
- ✓ The questions were short, straightforward and understandable.
- ✓ The questions were not negatively stated to avoid any form of misinterpretation.
- ✓ Biased terms were avoided to encourage objectivity from the respondents.

Prior to the questions being distributed, a letter requesting permission to conduct research was sent and granted by the acting Regional Executive. The research topic, the nature of the research, privacy and confidentiality were all outlined on this letter. Participation in this research was voluntary, and participants were requested to sign a consent form to that effect. Participants were also informed that they were free to discontinue if they felt uncomfortable to continue with the research without fear of being prejudiced. The researcher endeavoured to keep all information collected in this research strictly confidential. Participants were also given assurance that they would remain anonymous and not be identified by name. Furthermore, the participants were informed that they would not be compensated for their participation.

Human resource-administered exit interview questionnaires already completed by the employees before their departure were used by the researcher to establish the cause of the turnover and ways to curb it in the organisation. Exit interviews are only regarded as useful if the responses given by the employee leaving the organisation are truthful. According to Cyphers (2003), employees provide truthful information only if they are given assurance that their reasons for leaving would be kept confidential, and if used, it would only be in summary reports.

Employees leaving the organisation are requested to tick the appropriate box or boxes of what influenced their decision to leave as depicted in Table 3.1.

Table 3.1: Absa human resource self-administered questionnaire

Better job opportunities	
Family or personal circumstances	
Better working conditions	
Transportation	
Salary and benefits	
Supervision	
Type of work or increased work scope	
Maternity	
Retirement	
Other (please specify)	

3.5 Conclusion

The chapter presented the research methodology that was used and how it was applied to the research. The research was conducted as a study utilising a quantitative method mode of inquiry to investigate the research problem. The quantitative method was chosen in order to have the benefit of statistical analysis. A non-probability sampling type and, in particular, accidental or haphazard sampling was used by the researcher to choose the participants that are representative of the target population. The targeted population is 250 current employees and 484 former employees who have resigned between January 2011 and July 2014.

The most important section of the research was to be able to obtain and analyse primary data. It was therefore vital that the researcher chose the correct approach in order to secure valid and reliable data. The study followed the quantitative mode of research due to that method being able to test and validate already constructed theories about how and why phenomena occur. This method also provided precise, quantitative, numerical data, and the research results were relatively independent of the researcher (statistical significance).

The next chapter will present an analysis and findings of the research.

Chapter 4: Research Findings and Analysis

4.1 Introduction

The first chapter provided an overview of the organisation, the turnover rate in the Branch Network in the Central Region, the research problem, and further presented the aspect of employee turnover and employee engagement. In Chapter 2, a detailed literature review was discussed. The literature review focused on types of turnover, the causes thereof as well as engaged and disengaged employees. While Chapter 3 gave details of the research design and methodology, this chapter will present the outcomes of the research exploration from that chapter. All four secondary objectives are related and form part of the primary objective, which is to

- ✓ *establish factors influencing employee turnover and engagement of staff within Branch Network in Absa (Central Region).*

This chapter will consist of two sections. The first section will discuss the outcome of the self-administered questionnaires as it relates to the employee's attitude, beliefs, judgement and feelings about the Branch Network. The second section will discuss the findings from human resource-administered questionnaires in so far as the underlying reasons for the employee turnover in the Branch Network.

4.2 Descriptive statistics

A total of 250 self-administered questionnaires were sent out, with 150 fully completed questionnaires returned, representing an overall response rate of 60%. The responses were obtained from branch managers, customer service clerk, sales consultants, customer service manager, sales managers and tellers.

Employees totalling 484 exited the branch network between January 2011 and July 2014. The exit interviews were done by the human resource department. The findings of the human resource-administered exit interview questionnaires will also be analysed.

SECTION A

4.2.1 Biographical details of the respondents

The biographical details of the sample included age, gender, race, length of service, geographical area (province) and job roles. Figure 4.1 shows the graphical presentation of the results.

4.2.1.1 Age

Figure 4.1 demonstrates a graphical representation of the ages of the respondents.

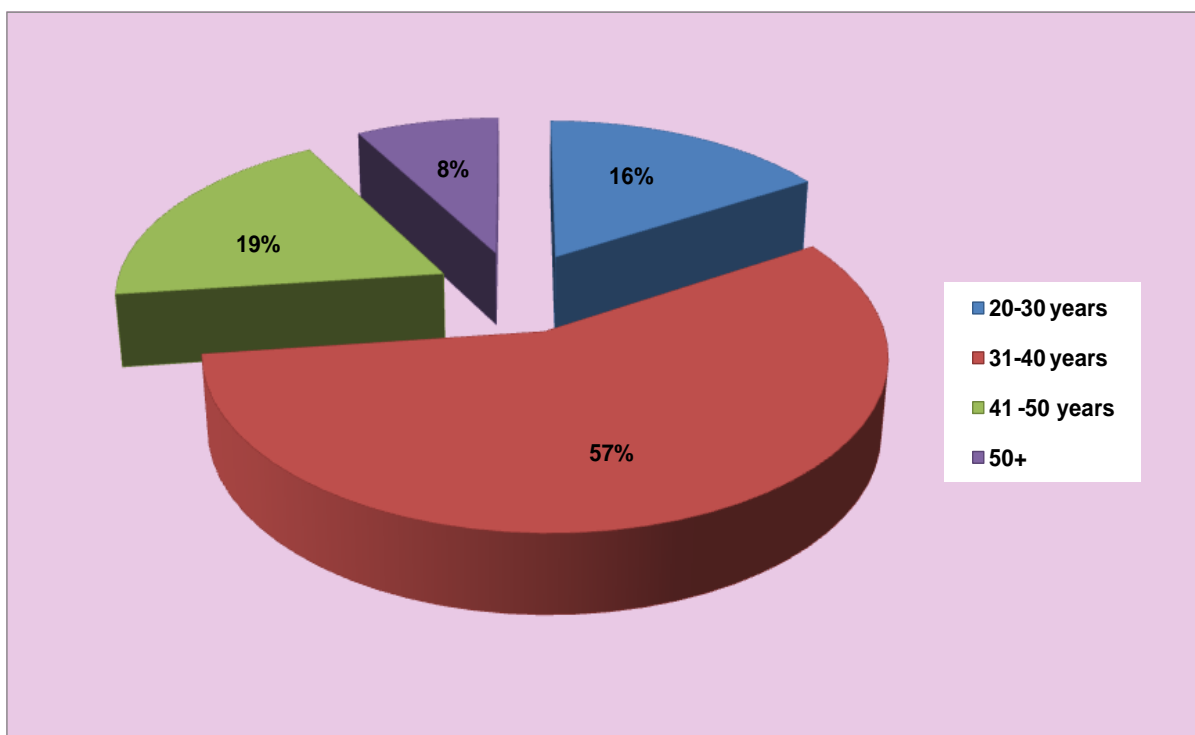


Figure 4.1: Distribution of the respondents in terms of age

A large portion (57%) of all the respondents is between the ages of 31 and 40, with 19% being between the ages of 41 to 50 years. Only 8% is between the ages of 20 and 30 years.

It is interesting to note that the respondents aged between 31 and 40 scored the highest, which may indicate a higher concentrated population in Branch Network.

4.2.1.2 Gender

Figure 4.2 depicts a graphical representation regarding the gender composition of the respondents.

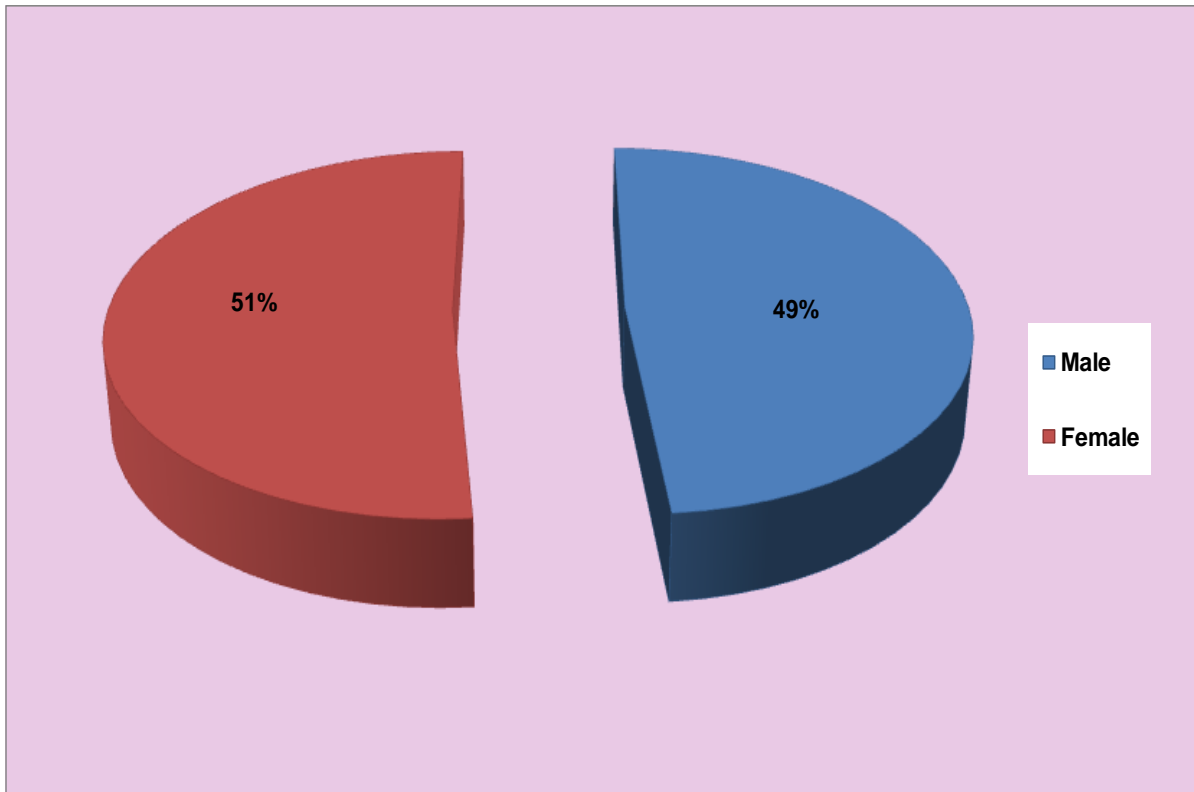


Figure 4.2: Distribution of the respondents according to gender

It is clear from Figure 4.2 that there were more female respondents (51%) than male respondents (49%).

4.2.1.3 Race

Figure 4.3 shows a graphical representation regarding the race composition of the respondents.

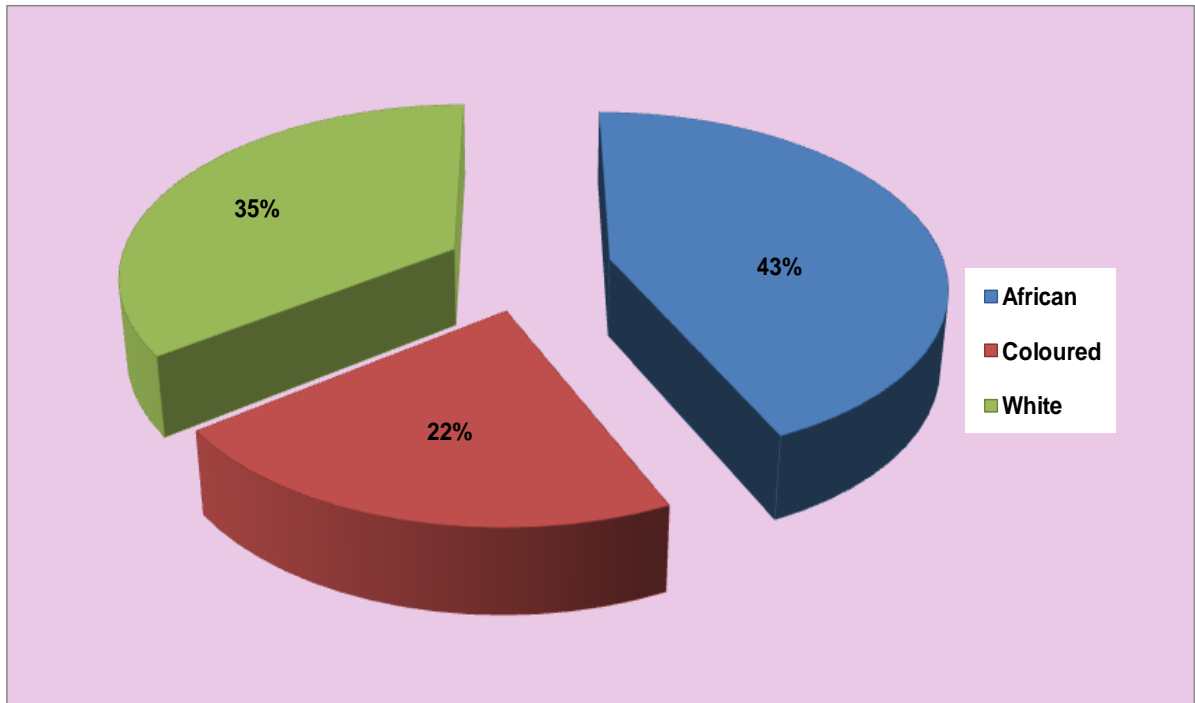


Figure 4.3: Distribution of respondents according to race

There were more African respondents (43%) than whites (35%) and coloureds (22%). None of the Asian participants responded to the questionnaires.

4.2.1.4 Length of service

Figure 4.4 illustrates a graphical representation of the length of service regarding the respondents.

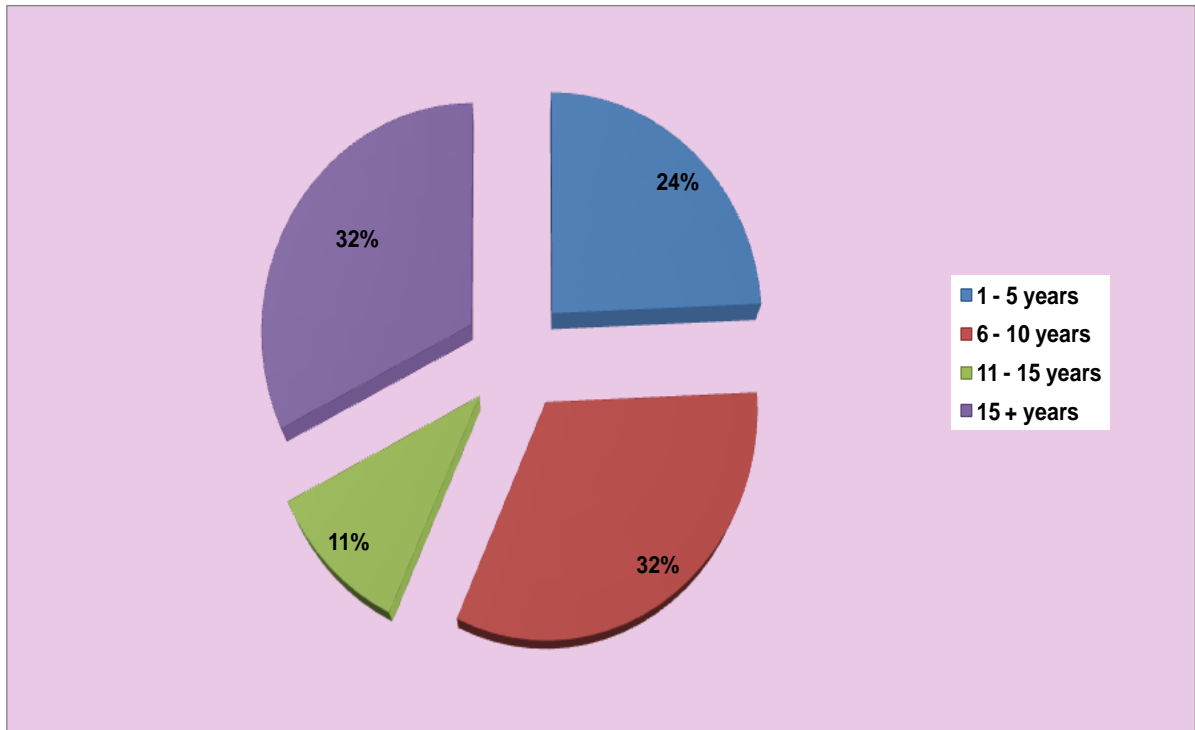


Figure 4.4: Distribution of respondents according to length of service

The results in Figure 4.4 illustrate the period the respondents have been in Branch Network. The findings are that 32% of the respondents have been in the organisation for between six and 10 years and over 15 years. Twenty-four per cent of the respondents have been in the organisation for one to five years, while 11% has years of service of 11-15 years. The results indicate that 76% of the employees have been with the organisation for more than six years.

4.2.1.5 Geographical area

Figure 4.5 illustrates a graphical representation of the geographical area of the respondents.

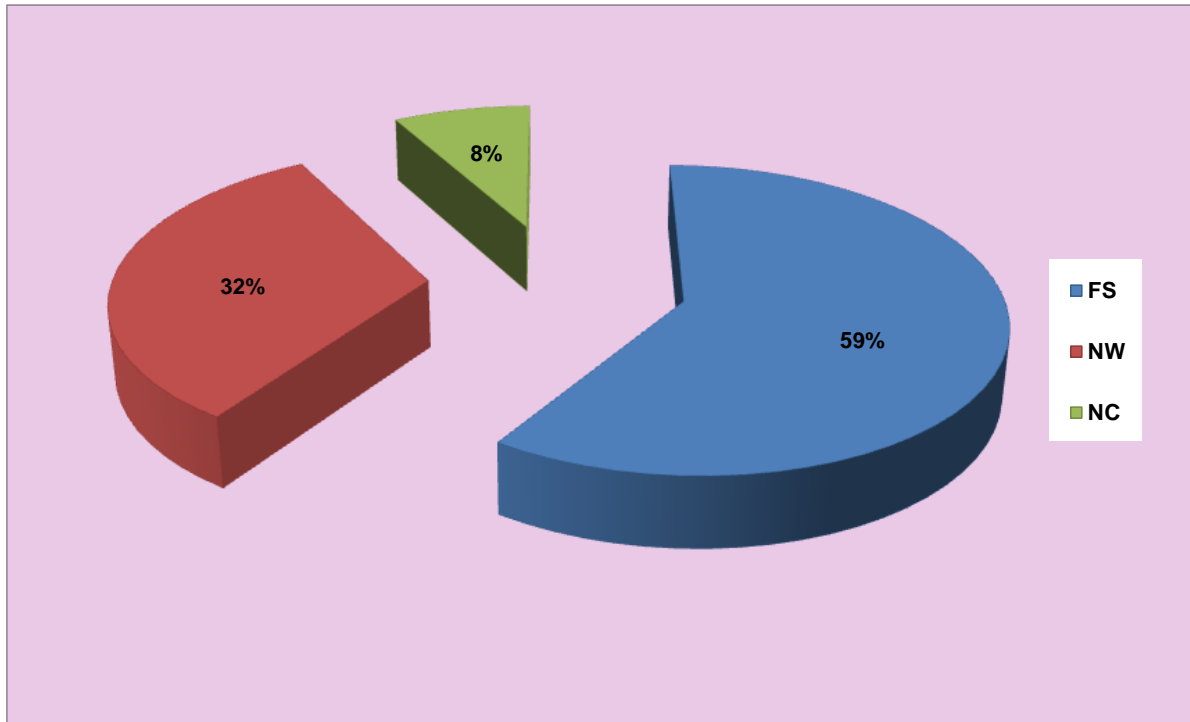


Figure 4.5: Distribution of respondents according to geographical area

The respondents are widely spread throughout the Central Region, as depicted in Figure 4.5. Fifty-nine per cent of the respondents are based in the Free State, 32% in the North West, and 8% in the Northern Cape.

4.2.1.6 Job roles of the respondents

Figure 4.6 pictures a graphical representation of the job roles of the respondents.

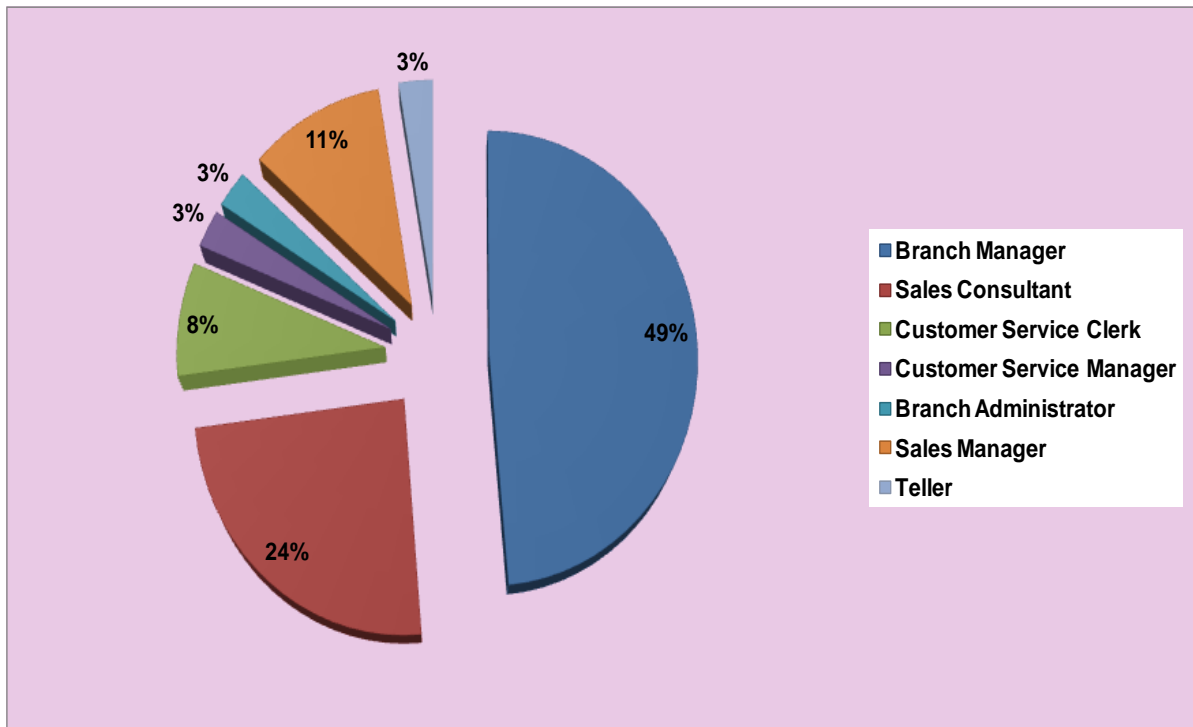


Figure 4.6: Distribution of respondents according to job roles

The results in Figure 4.6 reveal the job roles of respondents in this project as being 49% branch manager representative, 24% sales consultants, 11% sales managers, 8% customer service clerk, and 3% teller, branch administrator and customer service manager.

4.2.2 Data analysis

4.2.2.1 *Policies on employee turnover and engagement*

The researcher needed to explore the awareness of the respondents regarding the policies relating employee turnover and employee engagement in the organisation. Dichotomous questions which required a 'yes' or 'no' answer were used. The disadvantage of dichotomous questions, according to Creswell (2012), is that they cannot be analysed, as they are too constricting. The main purpose for the researcher using these types of questions was to look for an answer and not necessarily to test the employee's attitude, beliefs, judgement and feelings.

Table 4.1: Distribution of respondents regarding awareness of policies on employee turnover and employee engagement

Questionnaire	Yes	No
1. Are you aware of the policies relating to employee turnover and employee engagement in your organisation?		
Number (#)	0	37
Percentage (%)	0%	100%

As shown in Table 4.1, all the respondents indicated that they were not aware of any policies relating to employee engagement and employee turnover in the organisation.

SECTION B

Respondents were invited to rate the 19 statements that follow below using four response options from:

Strongly Agree, Agree, Disagree, and Strongly Disagree

4.2.2.2 Distribution of respondents according to their understanding of their roles in the organisation

Statement 1: I understand my role in this organisation.

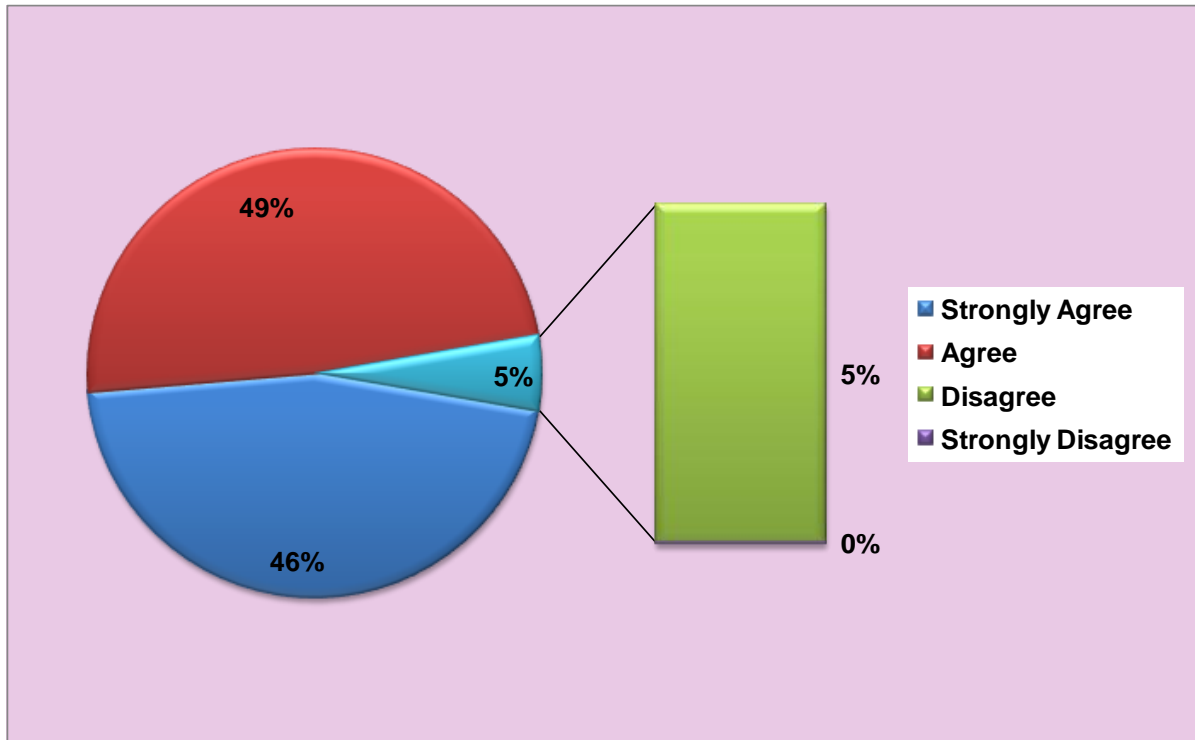


Figure 4.7: Distribution of respondents according to their understanding of their roles in the organisation

Most respondents answered in confirmatory to this statement. Figure 4.7 shows that 142 respondents were spread evenly between agree and strongly agree, which constituted 95% (46% and 49% respectively) of the total population sampled. Only eight respondents (5%) disagreed with the statement.

4.2.2.3 Distribution of respondents according to the reasonability of job responsibilities assigned

Statement 2: I believe that the job responsibilities that I have been assigned are reasonable.

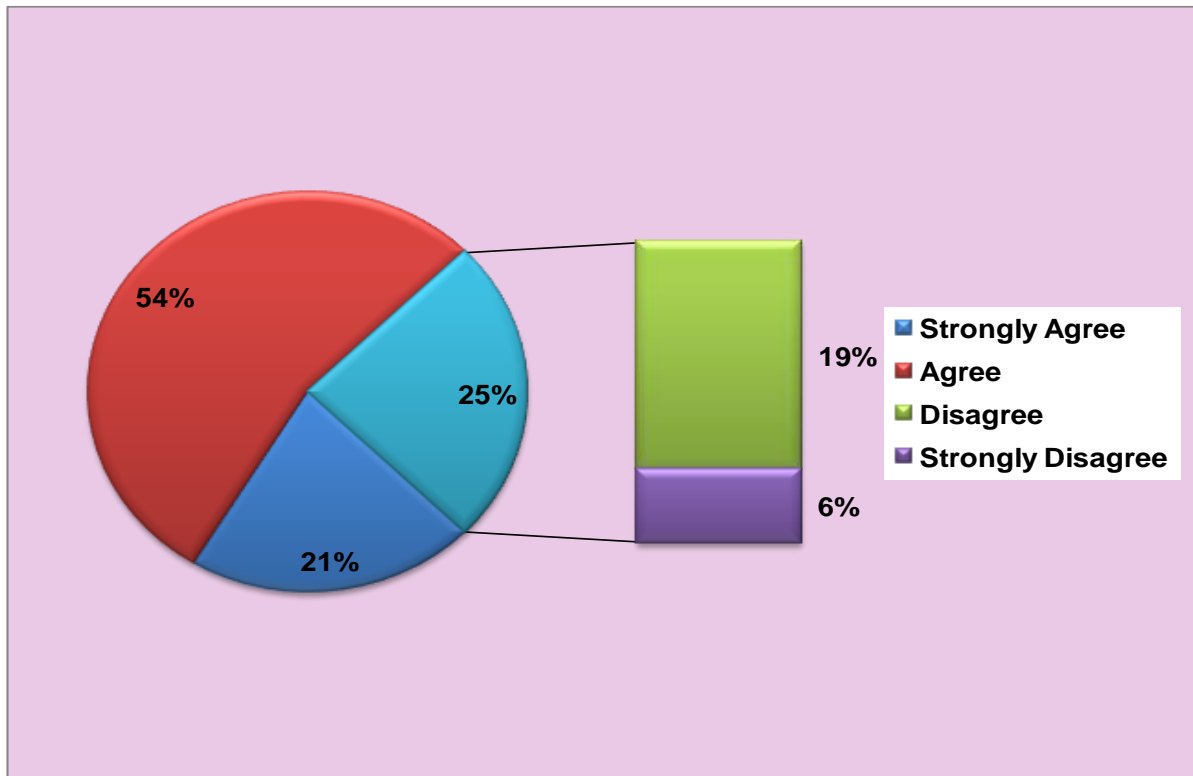


Figure 4.8: Distribution of respondents according to the reasonability of job responsibilities assigned

Thirty-two of the respondents (21%) strongly agreed with the statement, while 81 respondents (54%) agreed with the statement. Twenty-eight of the respondents (19%) disagreed with the statement, whereas nine (6%) strongly disagreed with the statement. The results in Figure 4.8 demonstrate that 75% of the respondents strongly agree/agree that the responsibilities assigned to them are reasonable. Only 25% disagreed with the statement.

4.2.2.4 Distribution of respondents according to their feeling towards contribution towards the performance of the organisation

Statement 3: I feel that I contribute towards the performance of the organisation.

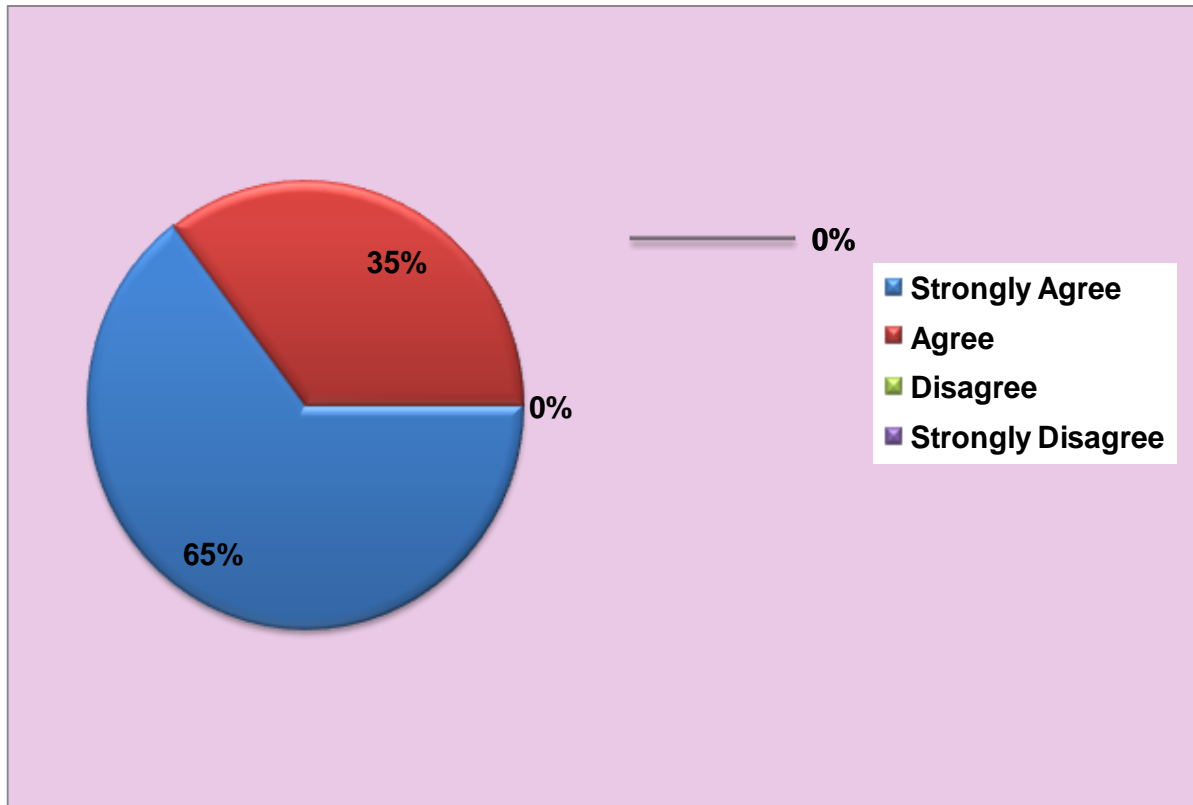


Figure 4.9: Distribution of respondents according to their feeling towards their contribution on performance of the organisation

Ninety-seven of the respondents (65%) strongly felt that they contribute towards the performance of the organisation, and 53 (35%) were also affirmative to the statement. The overall outcome from this statement, as indicated in Figure 4.9, was that 100% of the respondents were in agreement with the statement.

4.2.2.5 Distribution of respondents according to the performance feedback

Statement 4: I am given adequate feedback about my performance.

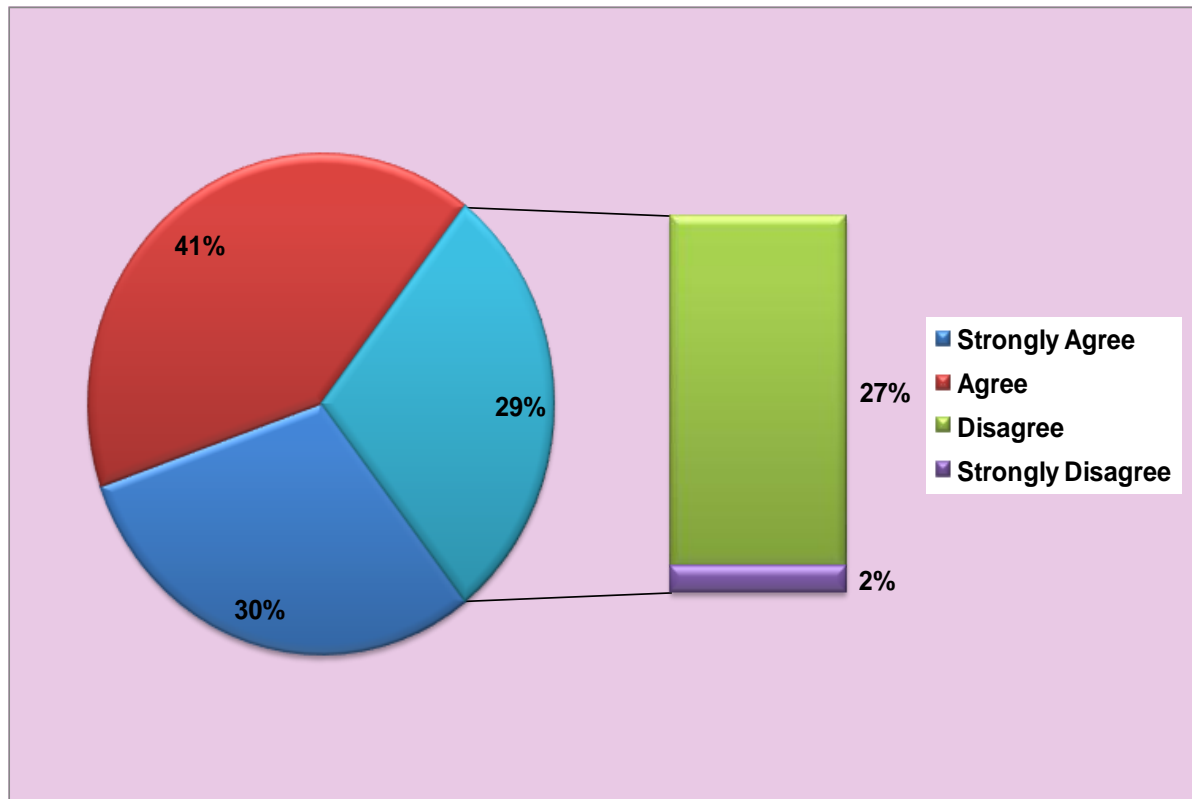


Figure 4.10: Distribution of respondents according to the performance feedback

Forty-five of the respondents (30%) strongly agreed that they were given adequate feedback. Sixty one of the respondents (41%) agreed with the statement, whereas 40 of the respondents (27%) disagreed with the statement. A further four of the respondents (2%) strongly disagreed with the statement. As highlighted in Figure 4.10, the combined agreement rate of 71% outweighed that of those in disagreement (29%) by 42%.

4.2.2.6 Distribution of respondents according to training they receive from the organisation to perform their duties

Statement 5: I have sufficient training from my organisation to perform my duties.

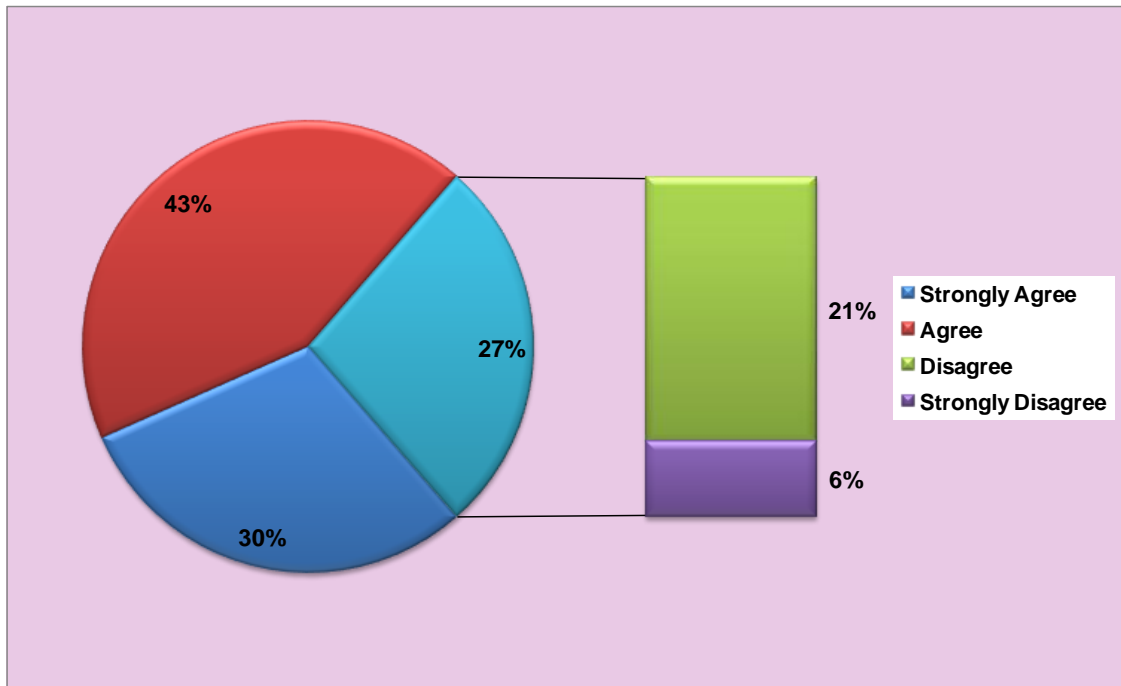


Figure 4.11: Distribution of respondents according to training they receive from the organisation to perform their duties

According to Figure 4.11, 45 of the respondents (30%) strongly agreed that they are given sufficient training to perform their duties. Sixty-five of the respondents (43%) agreed with the statement, while 32 of the respondents (21%) disagreed. A further eight of the respondents (6%) strongly disagreed with the statement. The combined agreement rate of 73% outweighed that of those in disagreement (27%) by 46%.

4.2.2.7 Distribution of respondents according to the level of satisfaction with their line managers

Statement 6: I am very satisfied with my line manager.

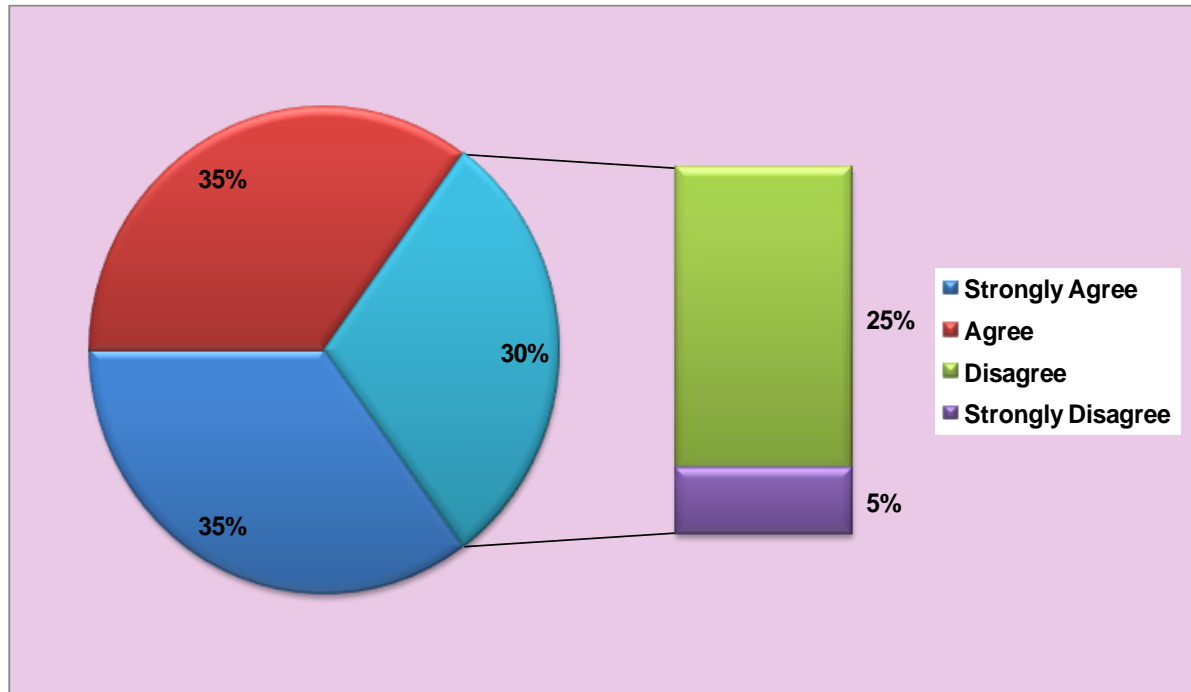


Figure 4.12: Distribution of respondents according to the level of satisfaction with their line managers

Fifty-three of the respondents (35%) strongly agreed with the statement that they were satisfied with their line managers. Another 53 of the respondents (35%) were in agreement with the statement. On the other hand, 36 of the respondents (25%) disagreed with the statements, while a further nine of the respondents (5%) strongly disagreed with the statement. The combined agreement rate of 70% outweighed that of those in disagreement (30%) by 40%.

4.2.2.8 Distribution of respondents according to level of comfort to disagree with their manager

Statement 7: I can disagree with my manager without fear of getting into trouble.

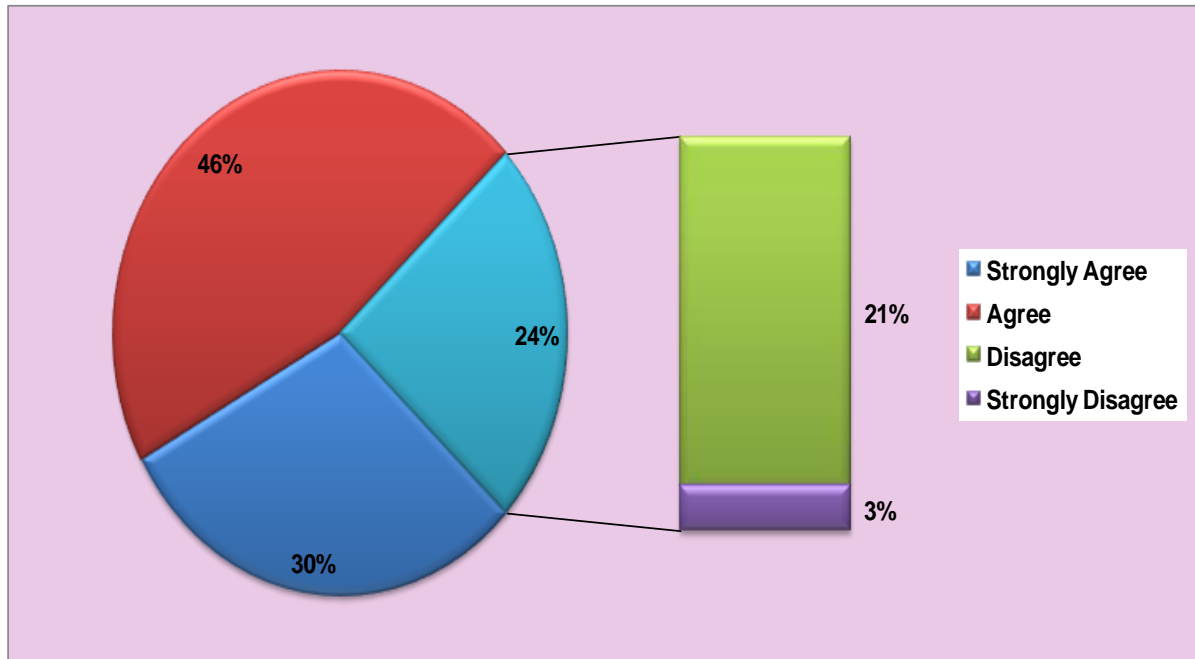


Figure 4.13: Distribution of respondents according to level of comfort to disagree with their manager

A total of 45 respondents (30%) strongly agreed that they were satisfied with their line managers, and 69 of the respondents (46%) agreed with the statement. However, as indicated in Figure 4.13, 32 of the respondents (21%) disagreed with the statement, and a further four of the respondents (3%) strongly disagreed with the statement. The combined agreement rate of 76% outweighed that of those in disagreement (24%) by 52%.

4.2.2.9 Distribution of respondents according to adequate feedback about their performance

Statement 8: I am given adequate feedback about my performance.

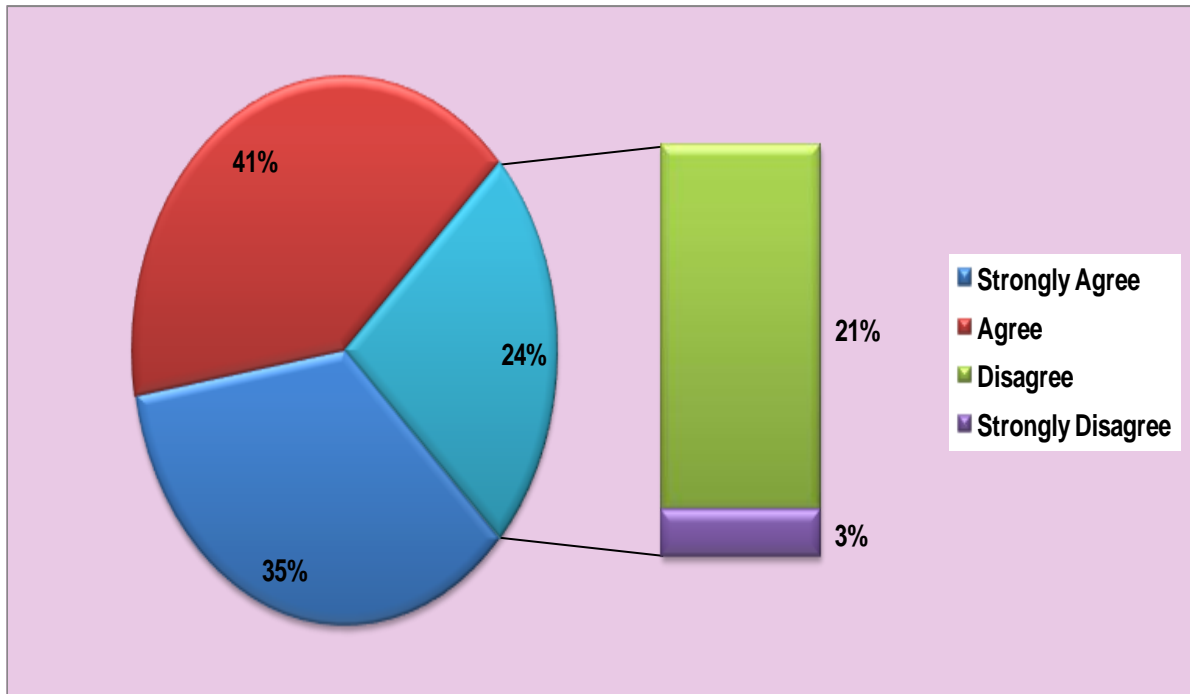


Figure 4.14: Distribution of respondents according to adequate feedback about their performance

As reflected in Figure 4.14, 53 of the respondents (35%) strongly agreed that they were given adequate feedback about their performance. Sixty-one of the respondents (41%) agreed with the statement. Contrastingly, 32 of the respondents (21%) disagreed with the statement, while a further four of the respondents (3%) strongly disagreed with the statement. The combined agreement rate of 76% outweighed that of those in disagreement (24%) by 52%.

4.2.2.10 Distribution of participants according to the usefulness of feedback they receive from their manager

Statement 9: I receive useful and constructive feedback from my manager.

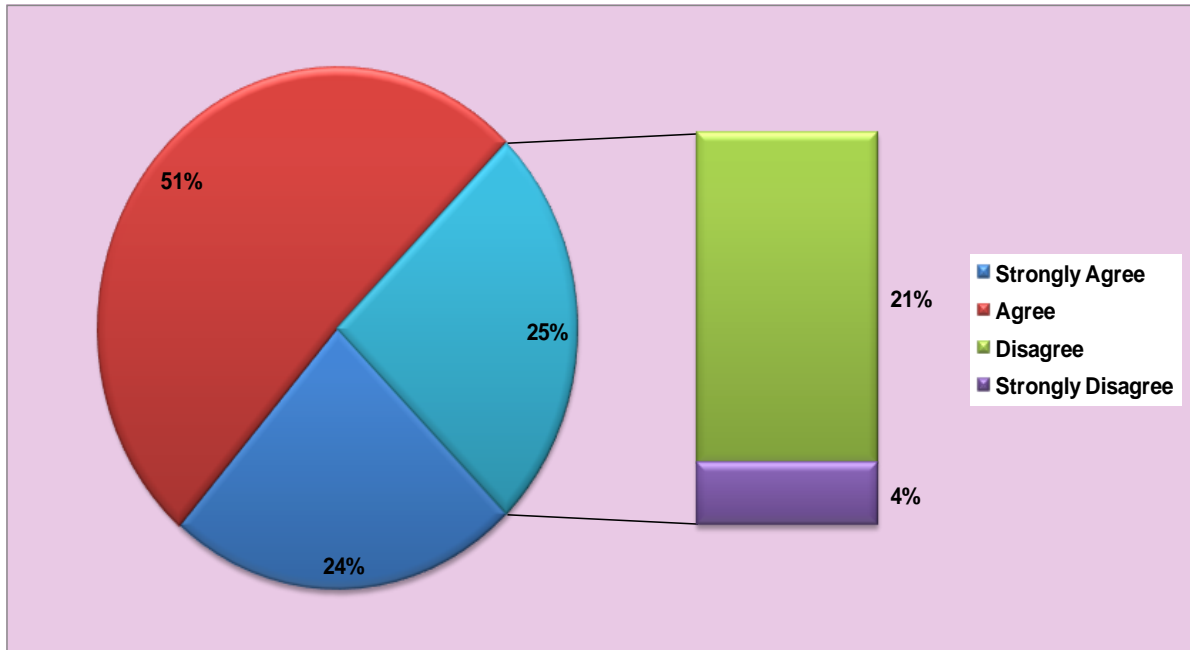


Figure 4.15: Distribution of participants according to the usefulness of feedback they receive from their manager

Thirty-six of the respondents (24%) strongly agreed that they were satisfied with the constructive feedback they received from their line managers. Additionally, 77 of the respondents (51%) agreed with the statement, whereas 32 of the respondents (21%) disagreed with the statement. A further five of the respondents (4%) strongly disagreed with the statement. As can be seen from Figure 4.15, the combined agreement rate of 75% outweighed that of those in disagreement (25%) by 50%.

4.2.2.11 Distribution of respondents according to praise and recognition from their line managers

Statement 10: When I do a good job, I receive the praise and recognition I deserve.

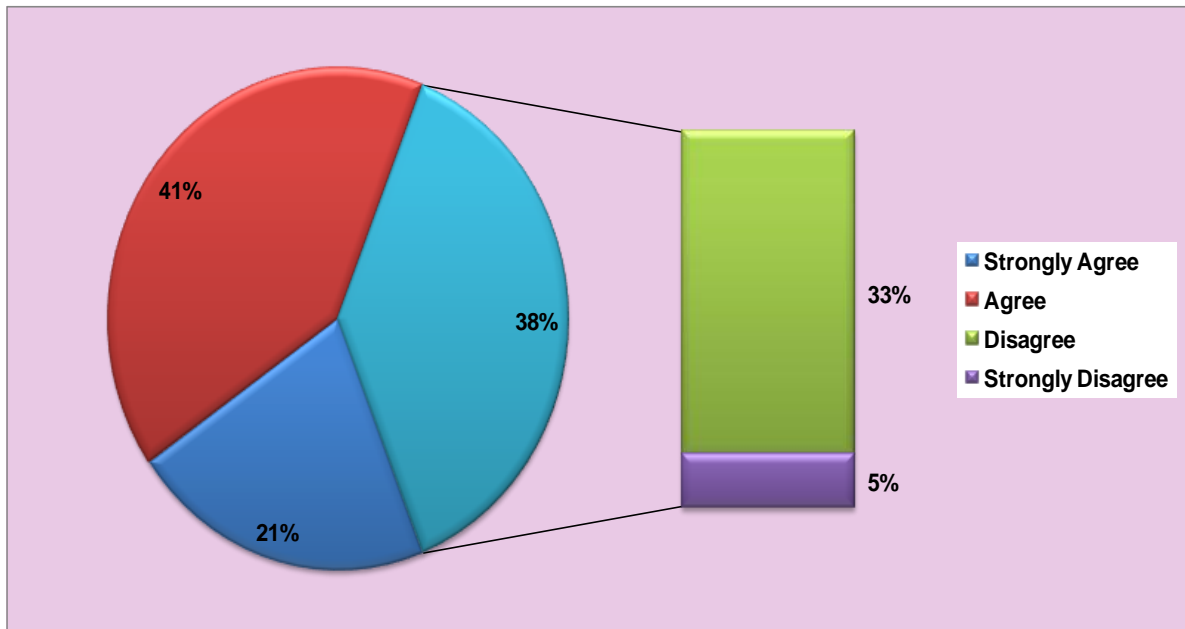


Figure 4.16: Distribution of respondents according to praise and recognition from their line managers

As shown in Figure 4.16, 32 of the respondents (21%) strongly agreed that they were satisfied with the praise and recognition they received from their line managers. Sixty-one of the respondents (41%) agreed with the statement, while 49 of the respondents (33%) disagreed with the statement. An additional eight of the respondents (5%) strongly disagreed with the statement. The combined agreement rate of 62% outweighed that of those in disagreement (38%) by 24%.

4.2.2.12 Distribution of respondents according to freedom they have to perform their job effectively

Statement 11: My manager gives me the freedom I need to do my job effectively.

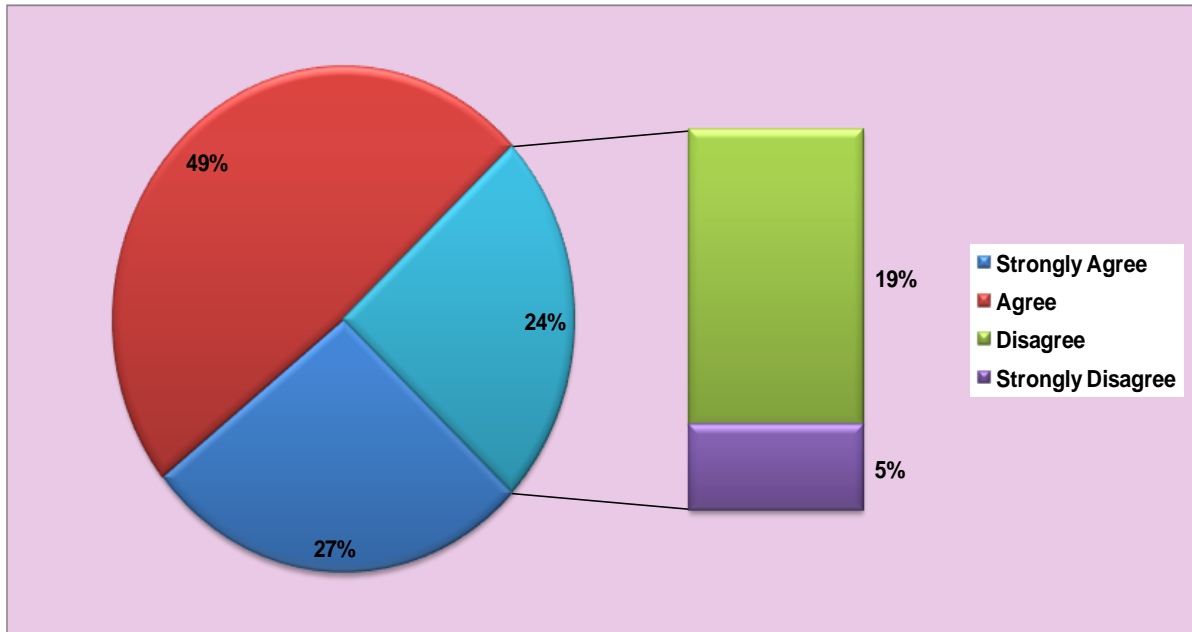


Figure 4.17: Distribution of respondents according to freedom they have to perform their job effectively

Figure 4.17 indicates that 41 of the respondents (27%) strongly agreed that they were given the freedom they need to do their job effectively. Moreover, 73 of the respondents (49%) agreed with the statement. Nevertheless, 28 of the respondents (19%) disagreed with the statement, and a further eight of the respondents (5%) strongly disagreed with the statement. The combined agreement rate of 76% outweighed that those in disagreement (24%) by 52%.

4.2.2.13 Distribution of respondents according to the appropriate manner in which the manager addresses poor performance

Statement 12: My manager always addresses poor performance appropriately.

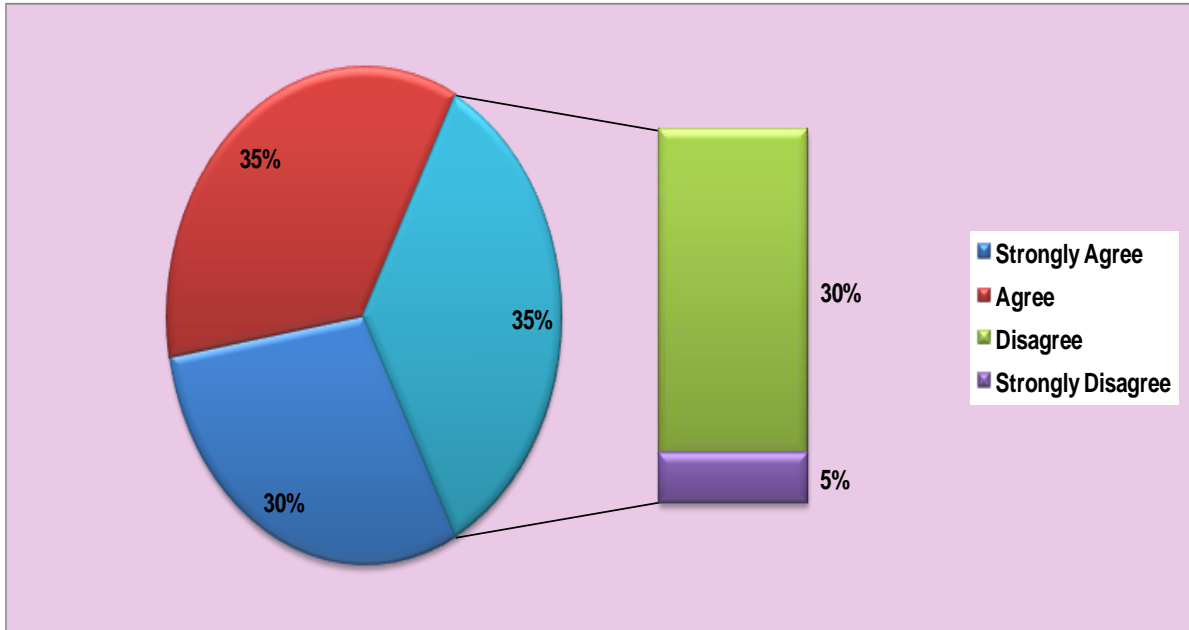


Figure 4.18: Distribution of respondents according to the appropriate manner in which the manager addresses poor performance

Forty-five of the respondents (30%) strongly agreed that their managers always addressed poor performance in an appropriate manner. Fifty-three of the respondents (35%) agreed with the statement. Figure 4.18 also highlights that 45 of the respondents (30%) disagreed with the statement, while a further seven of the respondents (5%) strongly disagreed with the statement. The combined agreement rate of 65% outweighed that of those in disagreement (35%) by 30%.

4.2.2.14 Distribution of respondents according to their feeling on consistent actions by the manager against the values of the organisation

Statement 13: My manager always acts in a way that is consistent with the values of our organisation.

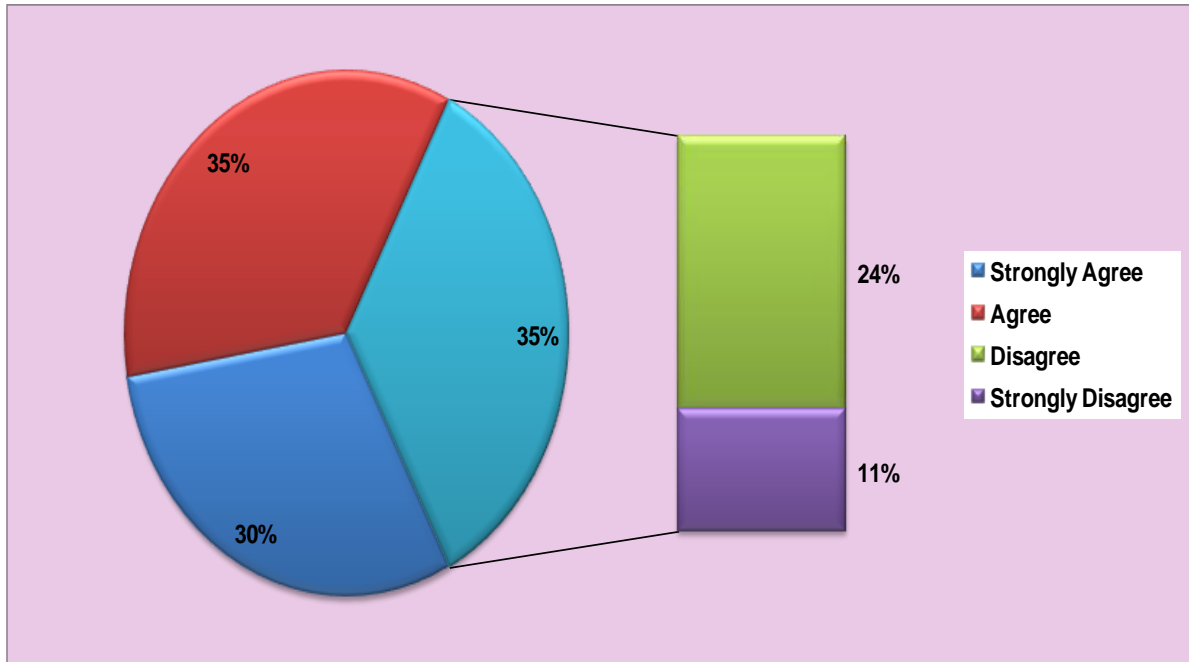


Figure 4.19: Distribution of respondents according to their feeling on consistent actions by the manager against the values of the organisation

In Figure 4.19 it is shown that 45 of the respondents (30%) strongly agreed that their managers acted in a way that was consistent with the values of their organisation. Additionally, 53 of the respondents (35%) agreed with the statement, whereas 36 of the respondents (24%) disagreed with the statement. A further 16 of the respondents (11%) strongly disagreed with the statement. The combined agreement rate of 65% outweighed that of those in disagreement (35%) by 30%.

4.2.2.15 Distribution of respondents regarding the emphasis by the manager on cooperation and teamwork

Statement 14: My manager emphasises cooperation and teamwork among members of my workgroup.

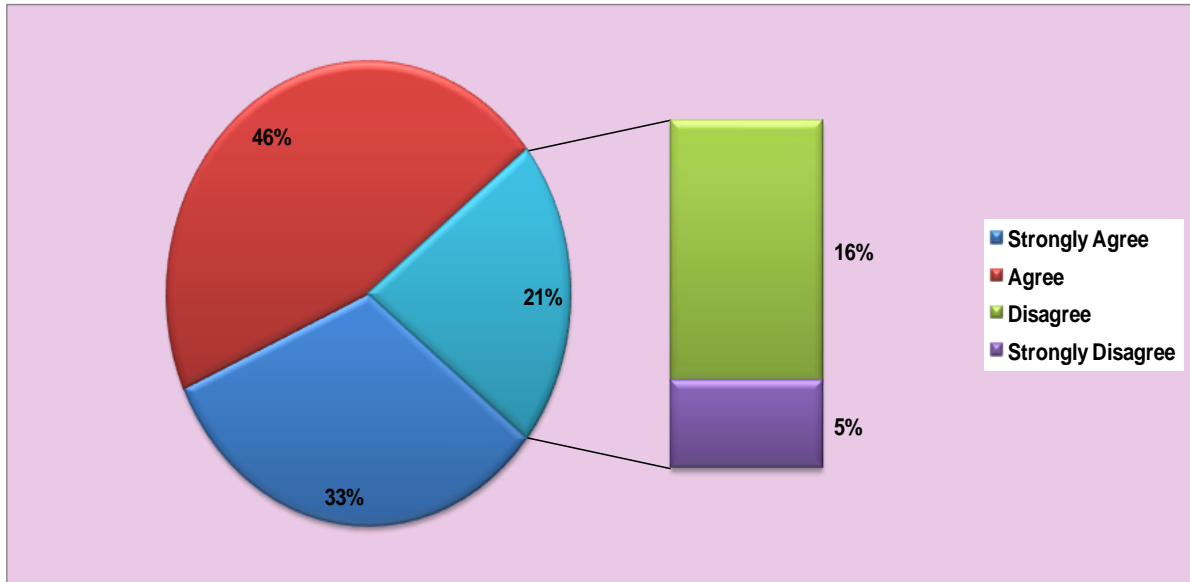


Figure 4.20: Distribution of respondents regarding the emphasis by the manager on cooperation and teamwork

Forty-nine of the respondents (33%) strongly agreed that their managers emphasised cooperation and teamwork among members of their workgroup. It is further reflected in Figure 4.20 that 69 of the respondents (46%) agreed with the statement. In contrast, 24 of the respondents (16%) disagreed with the statement, while a further eight of the respondents (5%) strongly disagreed with the statement. The combined agreement rate of 79% outweighed that of those in disagreement (21%) by 58%.

4.2.2.16 Distribution by respondents according to the dissemination of information

Statement 15: My manager does an adequate job of keeping employees informed about matters affecting us.

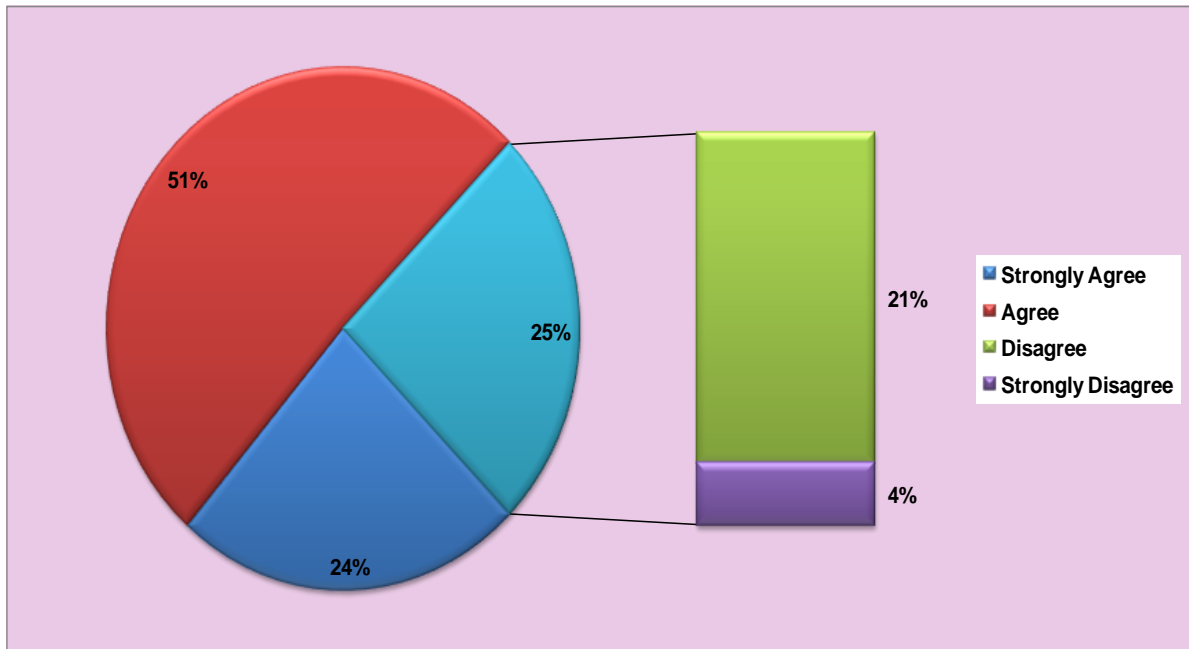


Figure 4.21: Distribution by respondents according to the dissemination of information

Thirty-six of the respondents (24%) strongly agreed that their managers emphasised cooperation and teamwork among members of their workgroup. Seventy-seven of the respondents (51%) agreed with the statement. On the other hand, 32 of the respondents (21%) disagreed with the statement. An additional five of the respondents (4%) strongly disagreed with the statement. As can be gleaned from Figure 4.21, the combined agreement rate of 75% outweighed that of those in disagreement (25%) by 50%.

4.2.2.17 Distribution of respondents concerning their views on compensation

Statement 16: Compared to other people doing a similar job as mine, I think I am paid fairly.

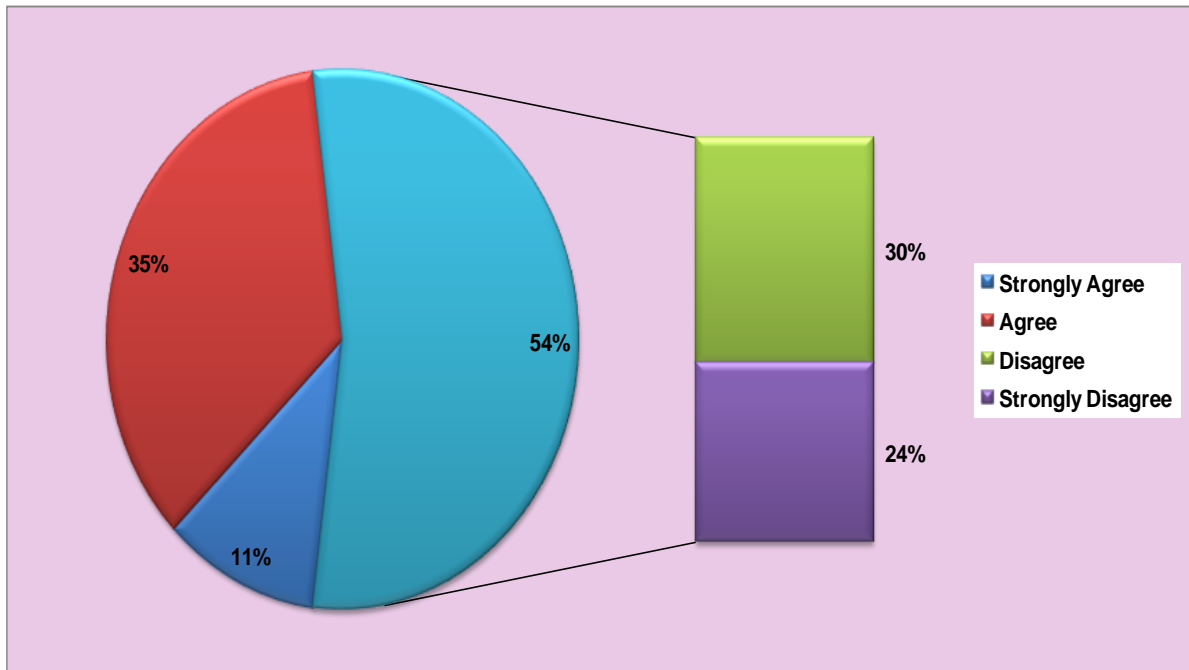


Figure 4.22: Distribution of respondents concerning their views on compensation

According to Figure 4.22, 16 of the respondents (11%) strongly agreed that they were fairly paid compared to other people doing a similar job as theirs. In addition, 53 of the respondents (35%) agreed with the statement, whereas 45 of the respondents (30%) disagreed with the statement. A further 36 of the respondents (24%) strongly disagreed with the statement. The combined disagreement rate of 54% outweighed that of those in agreement (46%) by 8%.

4.2.2.18 Distribution of respondents regarding the advancement and promotion opportunities within the organisation

Statement 17: I am satisfied with the advancement or promotion opportunities within my company.

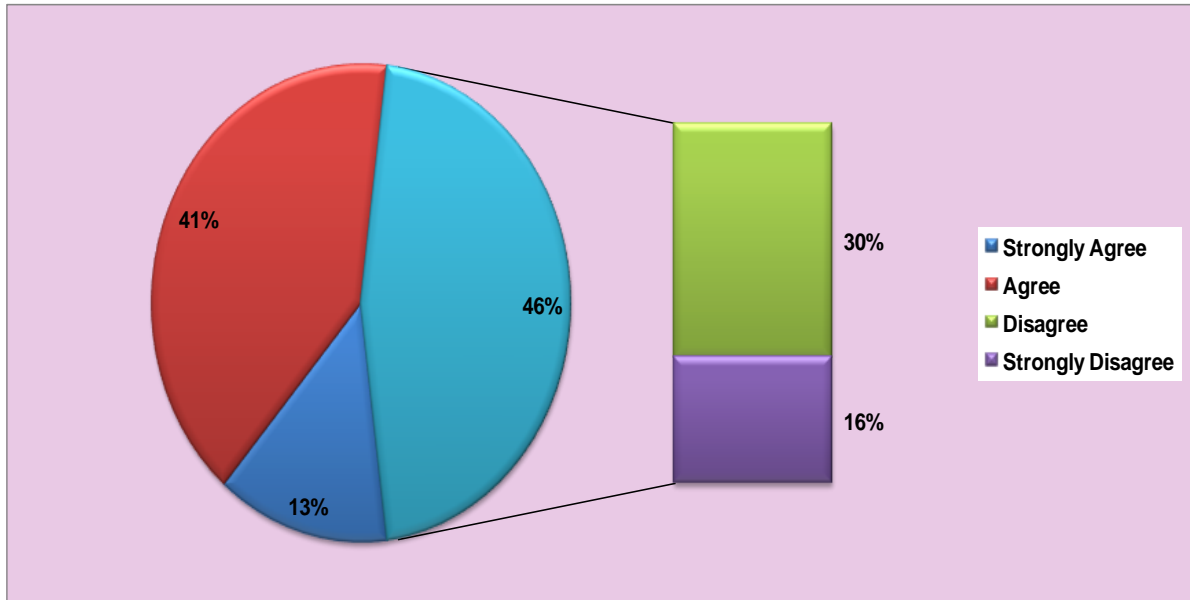


Figure 4.23: Distribution of respondents regarding the advancement and promotion opportunities within the organisation

Twenty of the respondents (13%) strongly agreed that they were satisfied with the advancement or promotion prospects within the company. What is more, sixty one of the respondents (41%) agreed with the statement. Nonetheless, Figure 4.23 indicates that 45 of the respondents (30%) disagreed with the statement, and a further 24 of the respondents (16%) strongly disagreed with the statement. The combined agreement rate of 54% outweighed that of those in disagreement (46%) by 8%.

4.2.2.19 Distribution of respondents about their satisfaction of working conditions within the organisation

Statement 18: I am satisfied and happy with the working conditions within my company.

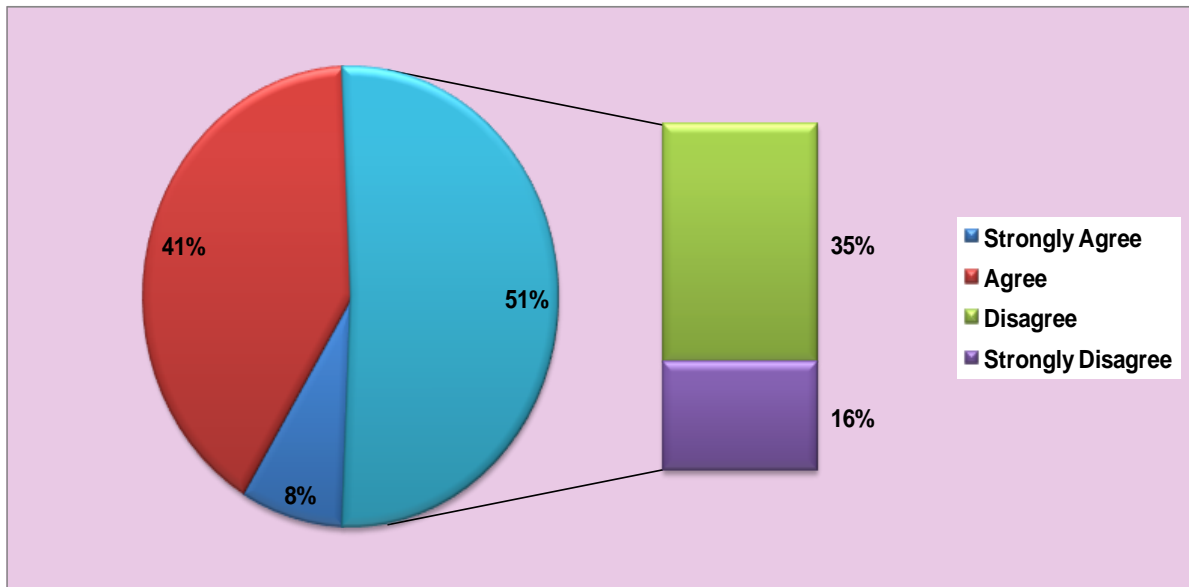


Figure 4.24: Distribution of respondents about their satisfaction of working conditions within the organisation

Twelve of the respondents (8%) strongly agreed that they were satisfied with the working conditions within their company. Figure 4.24 shows that 61 of the respondents (41%) agreed with the statement. On the other hand, 53 of the respondents (35%) disagreed with the statement, while a further 24 of the respondents (16%) strongly disagreed with the statement. The combined disagreement rate of 51% outweighed that of those in agreement (49%) by 2%.

4.2.2.20 Distribution of respondents according to their overall satisfaction with the company

Statement 19: Overall, I am satisfied with my company as a place of work.

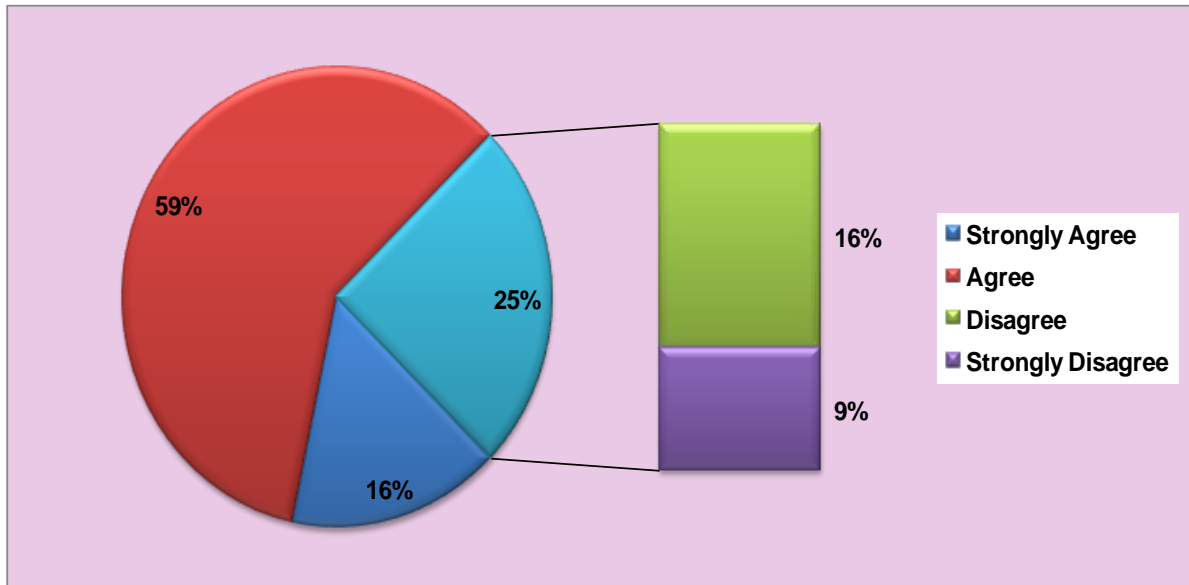


Figure 4.25: Distribution of respondents according to their overall satisfaction with the company

Figure 4.25 points out that 24 of the respondents (16%) strongly agreed that they were overall satisfied with their company as a place of work. Furthermore, 89 of the respondents (59%) agreed with the statement. Conversely, 24 of the respondents (16%) disagreed with the statement, and a further 13 (9%) strongly disagreed with the statement. The combined agreement rate of 75% outweighed that of those in disagreement (25%) by 50%.

SECTION C

Statement 20 to 28 invited the respondents to provide a rating using four response options from:

Frequently, Rarely, Sometimes, and Never

The purpose of this section was to establish how often the respondents felt under the circumstances stated in the next sections.

4.2.2.21 Distribution of respondents according to how often they felt they had done things that should be done differently

Statement 20: I have to do things that should be done differently.

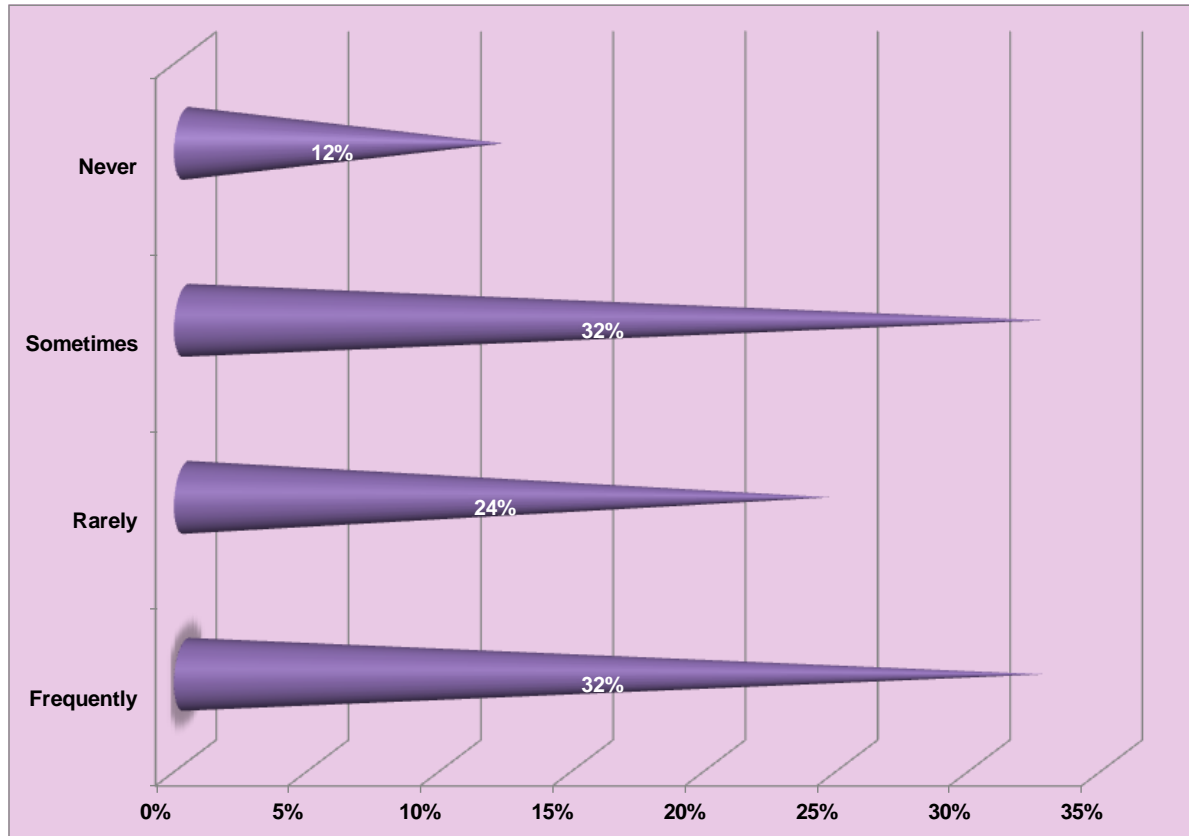


Figure 4.26: Distribution of respondents according to how often they felt they had done things that should be done differently

Forty-nine of the respondents (32%) felt that they had to do things that should be done differently on a frequent basis. A further 36 (24%) felt that way on a rare basis. Figure 4.26 indicates that 49 (32%) felt that sometimes they had to do things that should be done differently, while 16 of the respondents (12%) never felt that way. Overall, 64% of the respondents agreed that they frequently or sometimes felt at some point in time that they had to do things that should be done differently.

4.2.2.22 Distribution of respondents according to how they feel about bucking a rule or policy

Statement 21: I have to buck a rule or policy in order to carry out an assignment.

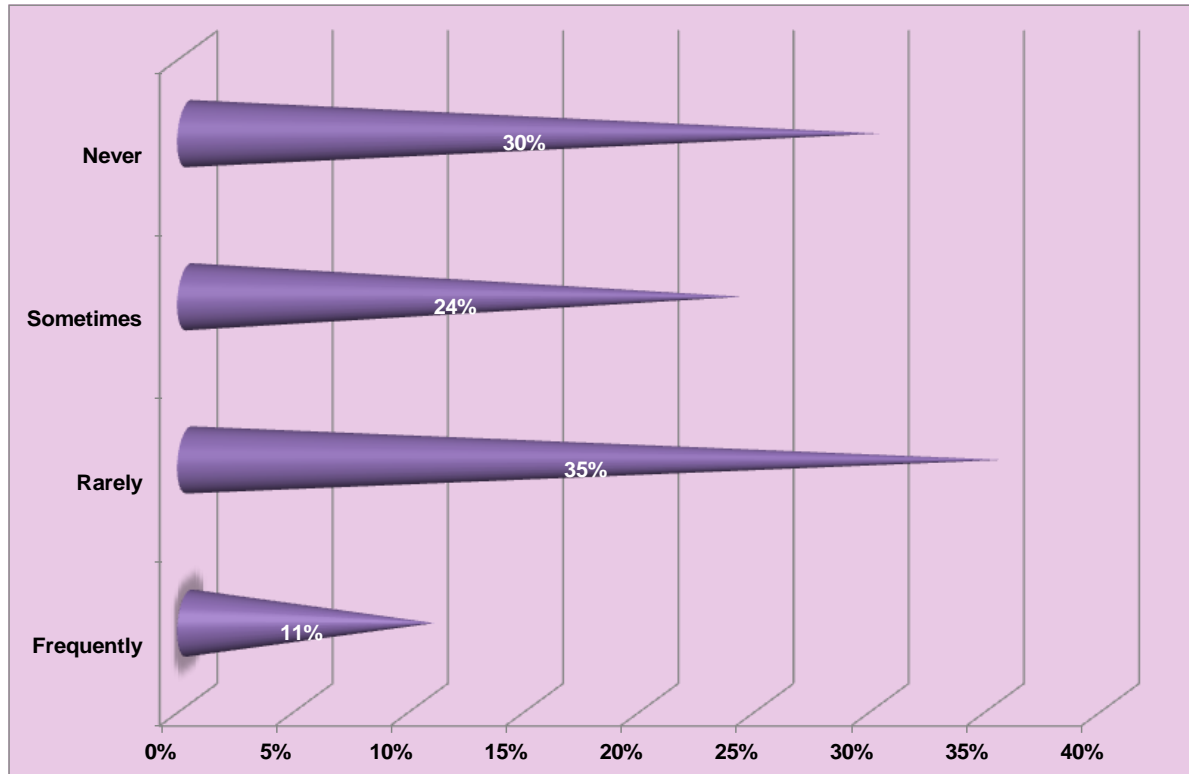


Figure 4.27: Distribution of respondents according to how they feel about bucking a rule or policy

Sixteen of the respondents (11%) felt that they had frequently bucked a rule or policy in order to carry out an assignment. Figure 4.27 shows that 53 (35%) felt that way rarely, 36 (24%) felt that way sometimes, while 45 of the respondents (35%) never felt that way. Overall, 35% of the respondents were in agreement that they frequently or sometimes had to buck a rule or policy in order to carry out an assignment.

4.2.2.23 Distribution of the respondents according to their view regarding what is expected from them

Statement 22: I know exactly what is expected of me.

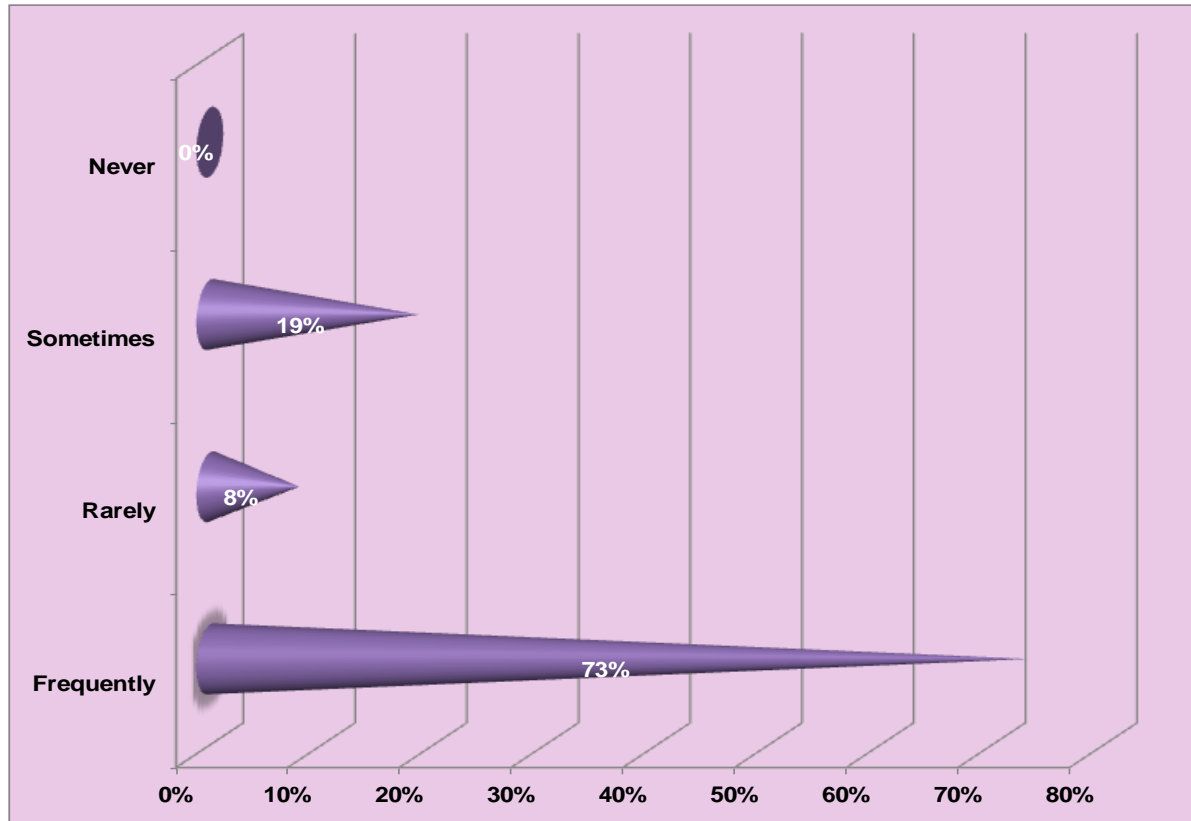


Figure 4.28: Distribution of the respondents according to their view regarding what is expected from them

One hundred and ten of the respondents (73%) felt they frequently knew what was expected from them. It can be seen that 12 of the respondents (8%) felt that way rarely, while 28 (19%) only felt that they know what was expected of them sometimes. It was interesting to note in Figure 4.28 that no respondent indicated not knowing what was expected of them. Overall, 92% of the respondents at least knew either frequently or sometimes (73% and 19% respectively) what was expected of them.

4.2.2.24 Distribution of respondents regarding how often they receive incompatible requests

Statement 23: I receive incompatible requests from two or more people.

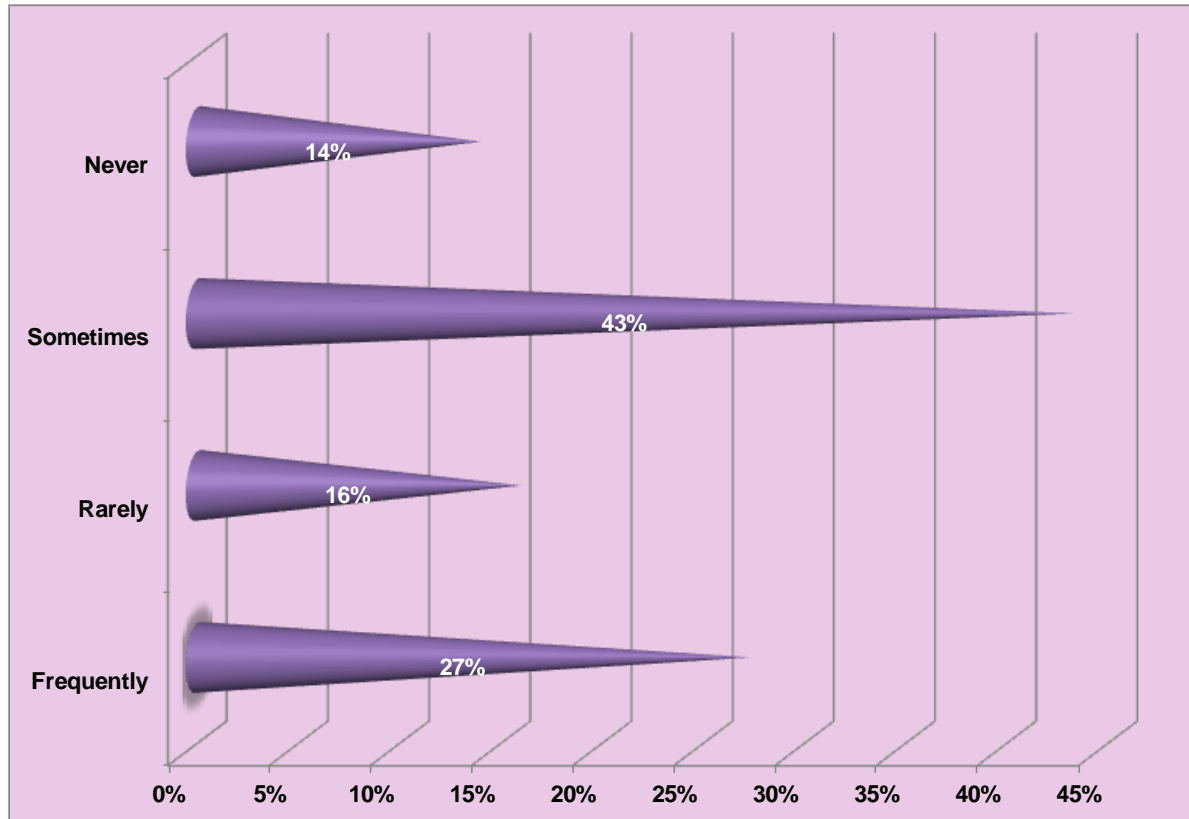


Figure 4.29: Distribution of respondents regarding how often they receive incompatible requests

According to Figure 4.29, 41 of the respondents (27%) felt they frequently received incompatible requests from two or more people. Further, 24 of the respondents (16%) rarely felt that way, 65 (43%) sometimes felt that way, while 20 (13%) never received incompatible requests. Overall, 60% of the respondents at least felt that either frequently or sometimes (27% and 43% respectively) they received incompatible requests from two or more people.

4.2.2.25 *Distribution of respondents regarding how often they work on unnecessary things*

Statement 24: I work on unnecessary things.

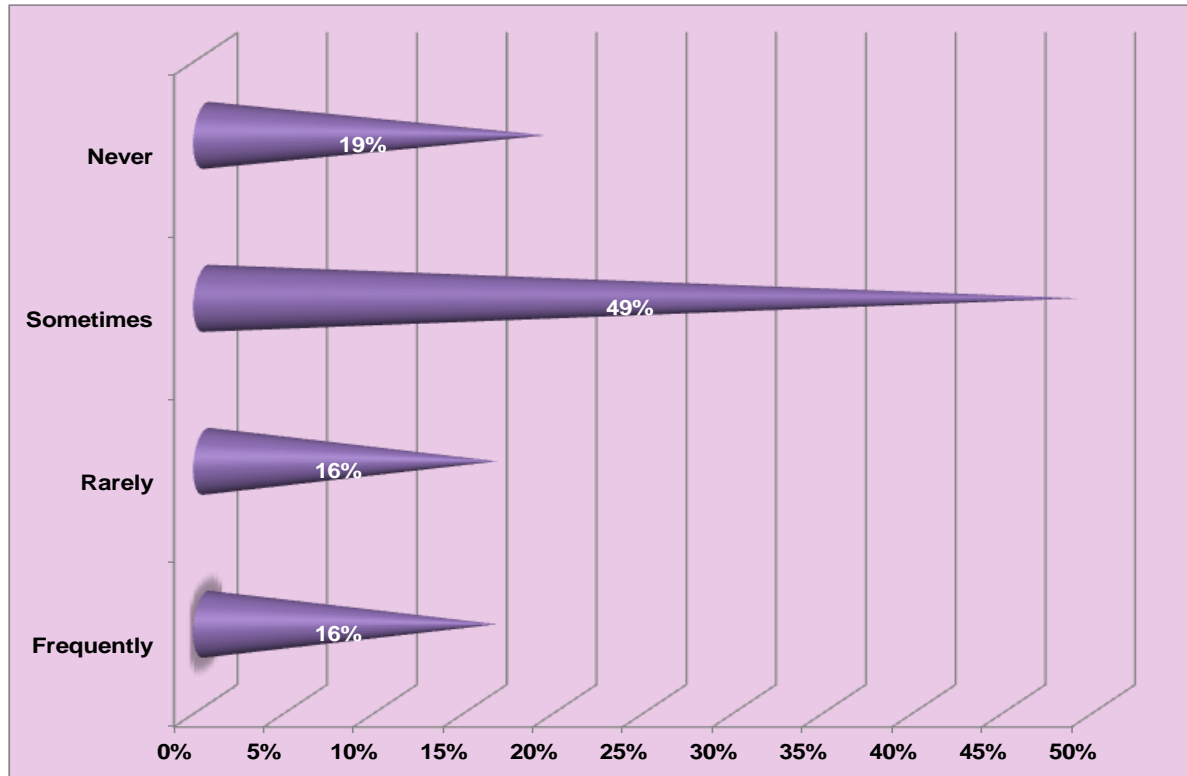


Figure 4.30: Distribution of respondents regarding how often they work on unnecessary things

Twenty-four of the respondents (16%) felt they frequently worked on unnecessary things. Another 24 of the respondents (16%) also indicated that they rarely felt that way. As highlighted in Figure 4.30, 73 of the respondents (49%) sometimes felt that way, whereas 28 (19%) never felt that they worked on unnecessary things. Overall, 65% of the respondents felt that sometimes (49%) or on a frequent basis (16%) they worked on unnecessary things.

4.2.2.26 Distribution of respondents according to how often they have to work under vague directives or orders

Statement 25: I have to work under vague directives or orders.

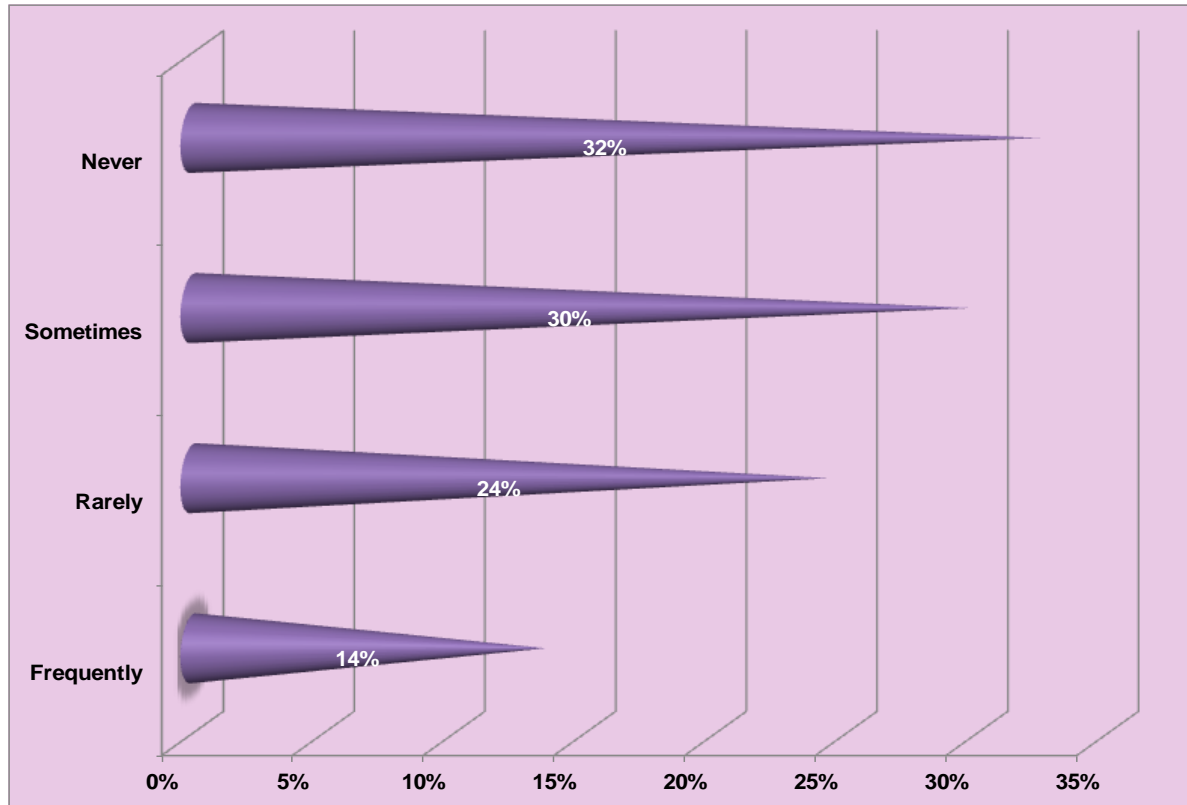


Figure 4.31: Distribution of respondents according to how often they have to work under vague directives or orders

Twenty of the respondents (14%) felt that they frequently had to work under vague directives or orders. According to Figure 4.31, thirty-six of the respondents (24%) indicated that they rarely felt that way, 45 (30%) sometimes felt that way, while 49 (32%) never felt that they had to work under vague directives or orders. Overall, 44% of the respondents felt that sometimes (30%) or on a frequent basis (14%) they had to work under vague directives or orders.

4.2.2.27 Distribution of respondents according to how often they felt they did not have sufficient time to get everything done at work

Statement 26: I do not have enough time to get everything done at work.

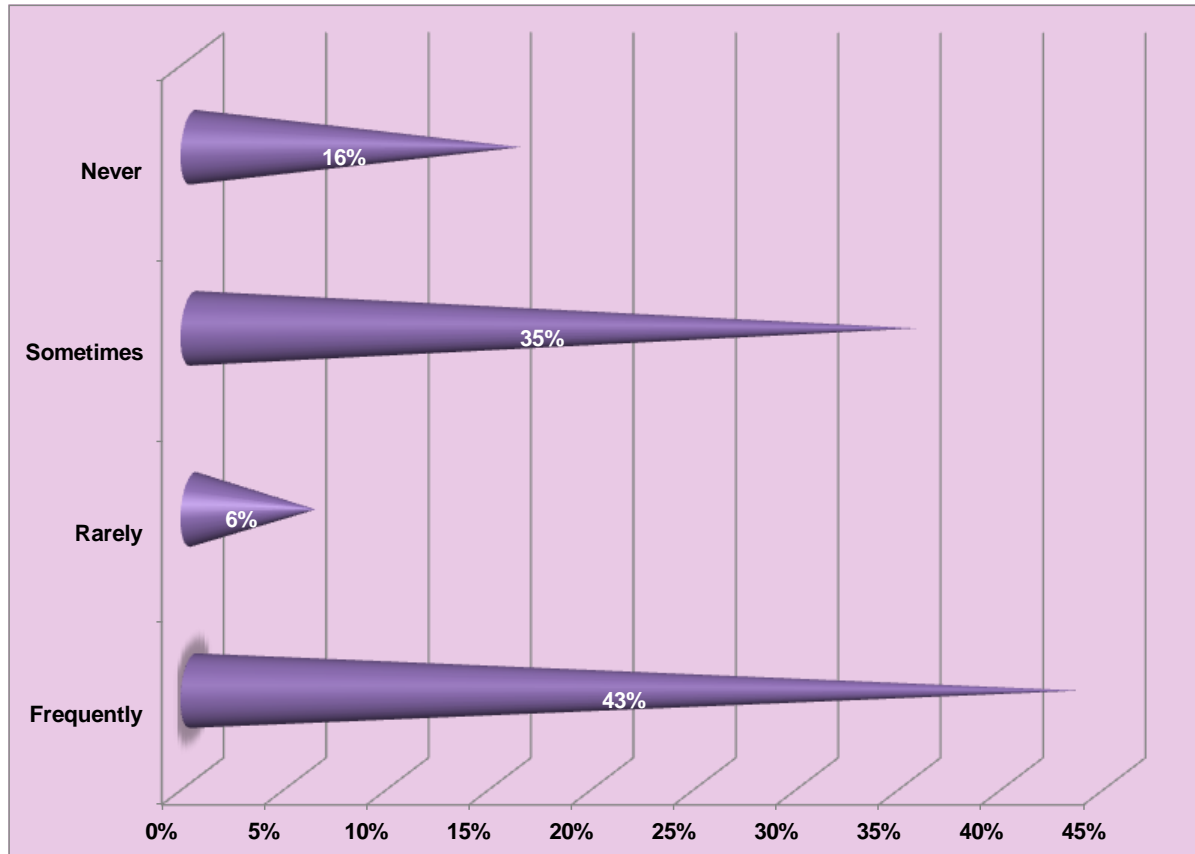


Figure 4.32: Distribution of respondents according to how often they felt they did not have sufficient time to get everything done at work

Sixty-five of the respondents (43%) felt they frequently did not have enough time to get everything done at work. Eight of the respondents (6%) indicated that they rarely felt that way, 53 (35%) sometimes felt that way, whereas 24 (16%) never felt that they did not have enough time to get everything done at work. Therefore, overall, 78% of the respondents felt that either frequently (43%) or sometimes (35%) they did not have enough time to get everything done at work as depicted in Figure 4.32.

4.2.2.28 Distribution of respondents according to how often they felt their workload was too heavy

Statement 27: My workload is too heavy.

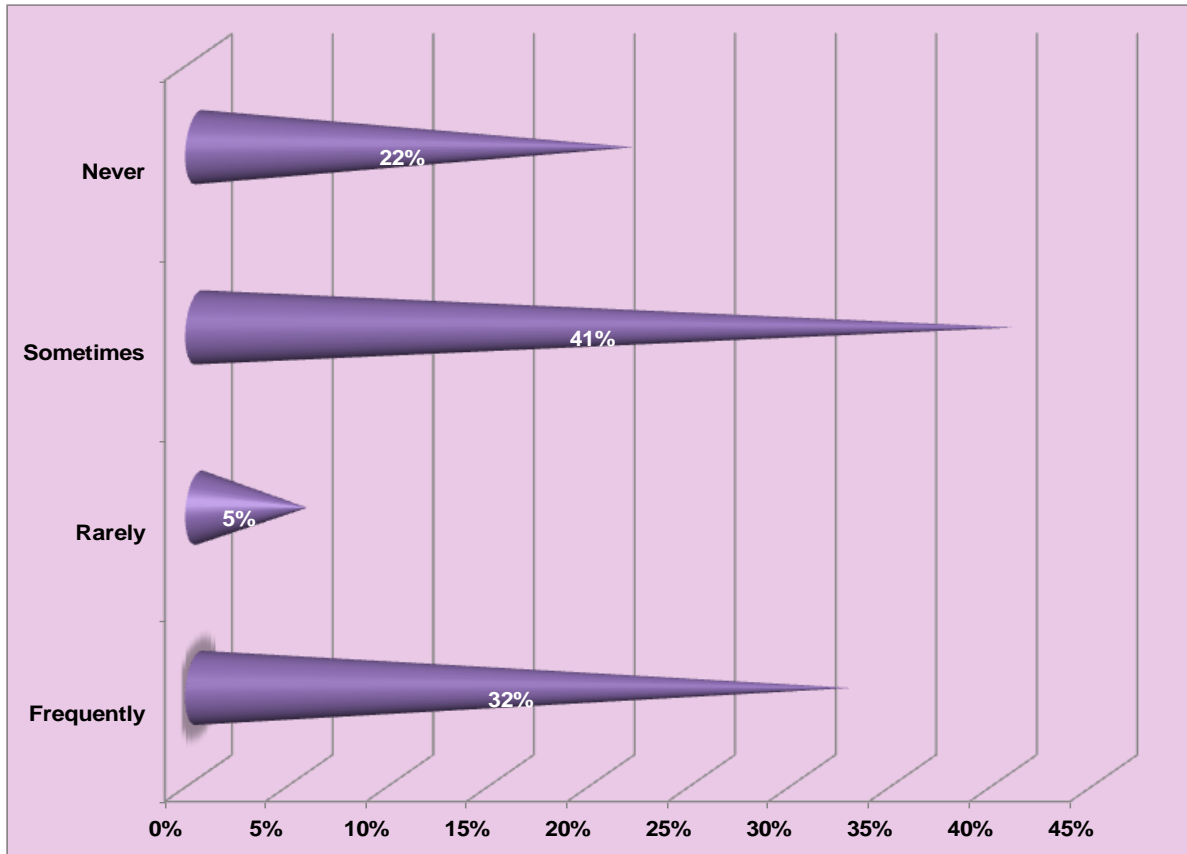


Figure 4.33: Distribution of respondents according to how often they felt their workload was too heavy

Forty-nine of the respondents (32%) felt their workload was too heavy, and eight (5%) indicated that they rarely felt that way. Figure 4.33 shows that 61 of the respondents (41%) sometimes felt that way, while 32 (22%) never felt that their workload was too heavy. Overall, 73% of the respondents felt that frequently (32%) and sometimes (41%) their workload was too heavy.

4.2.2.29 Distribution of respondents according to how they felt “job secure” in their current role

Statement 28: I feel secure in my current role.

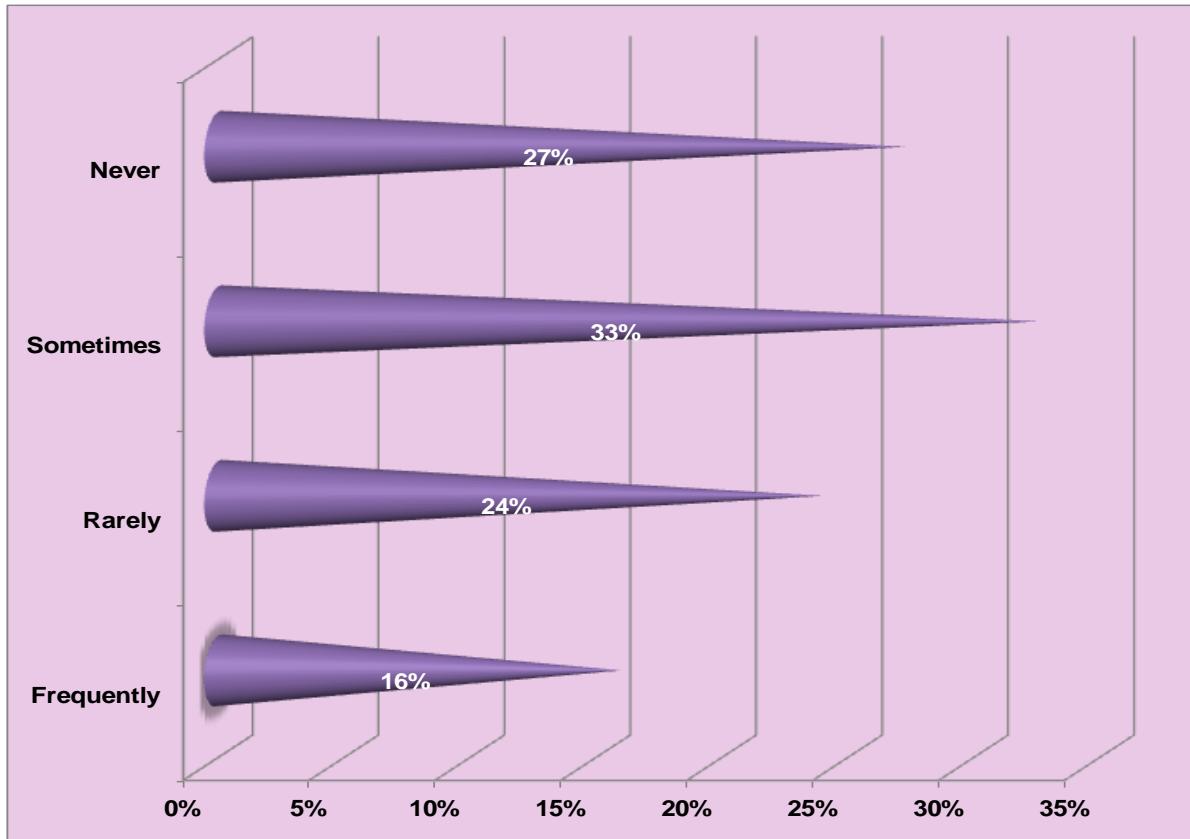


Figure 4.34: Distribution of respondents according to how they felt “job secured” in their current role

As pictured in Figure 4.34, 24 of the respondents (16%) felt secure in their current role. Thirty-six of the respondents (24%) indicated that they rarely felt that way, 49 of the respondents (33%) sometimes felt that way, while 41 (27%) never felt secured in their current role. Overall, only 50% of the respondents felt either frequently (16%) or sometimes (33%) secure in their current role.

SECTION D

Statement 29 to 32 invited the respondents to provide a rating using four response options from:

Very likely, Likely, Sometimes and Frequently

The purpose of this section was to establish the willingness by the respondents, given the opportunity:

- ✓ To learn and execute the duties of others
- ✓ To attend management or training for career advancement
- ✓ To participate in a career advancement programme
- ✓ To train other colleagues to execute their responsibilities

The distribution by respondents is depicted in the section that follows.

4.2.2.30 *Distribution of respondents according to their willingness to learn and execute the duties of others*

Statement 29: I will learn and execute the duties of others.

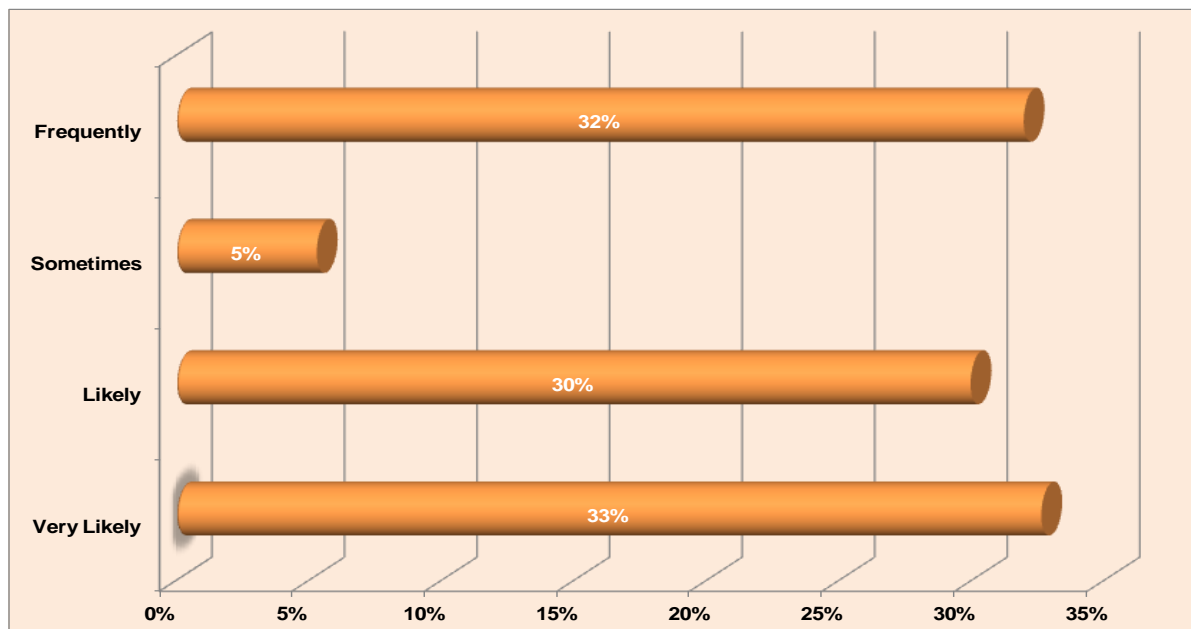


Figure 4.35: Distribution of respondents according to their willingness to learn and execute the duties of others

Forty-nine of the respondents (33%) were willing to learn and execute the duties of others given the opportunity. As highlighted in Figure 4.35, 45 of the respondents (30%) indicated they were likely to learn and execute the duties of others, eight (5%) would do it sometimes, and a further 48 of the respondents would frequently learn and execute the duties of others. Overall, 63% of the respondents indicated that they were very likely (33%) and likely (30%) to learn and execute the duties of others.

4.2.2.31 Distribution of respondents according to their willingness to attend management or training for career advancement

Statement 30: I will attend management or other training for my career advancement.

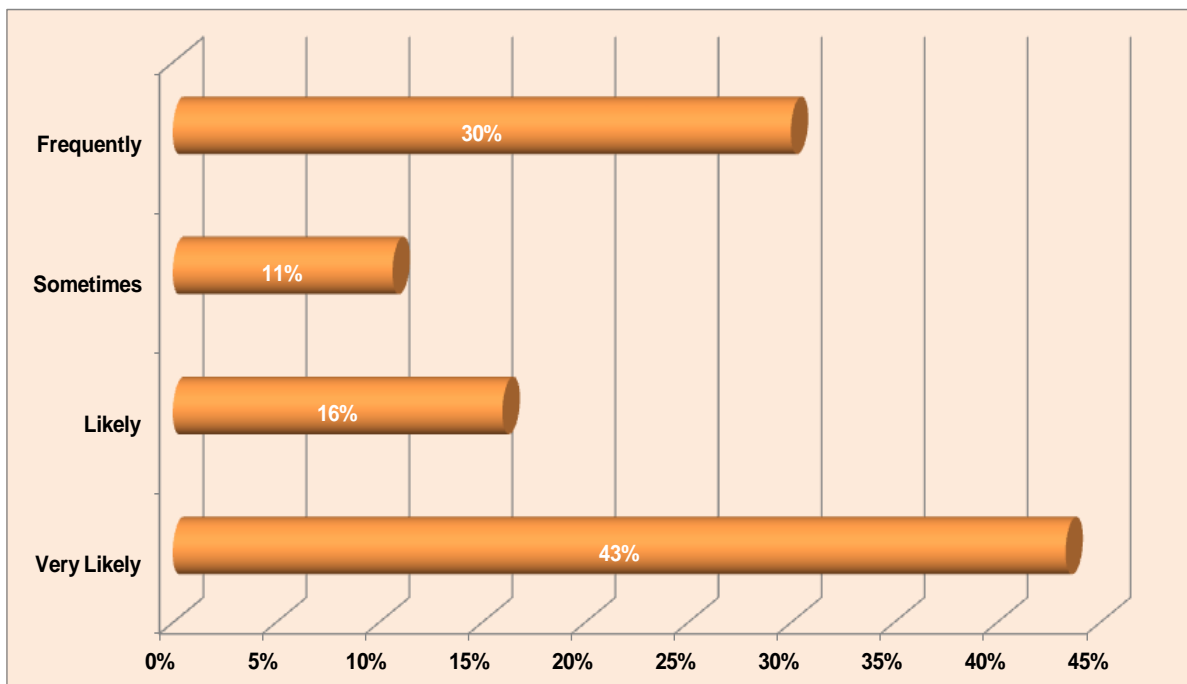


Figure 4.36: Distribution of respondents according to their willingness to attend management or training for career advancement

According to Figure 4.36, 65 of the respondents (43%) were willing to attend management or other training for their career advancement given the opportunity. Twenty-four of the respondents (16%) indicated they were likely to attend, 16 (11%) were willing to do it sometimes, and a further 45 of the respondents (30%) were willing to do it. Overall, 59% of the respondents indicated that they were very likely (43%) and likely (16%) to attend management or other training for their career advancement.

4.2.2.32 Distribution of respondents according to their willingness to participate in a career advancement programme

Statement 31: I will participate in a career advancement programme within my organisation if such a programme were to exist.

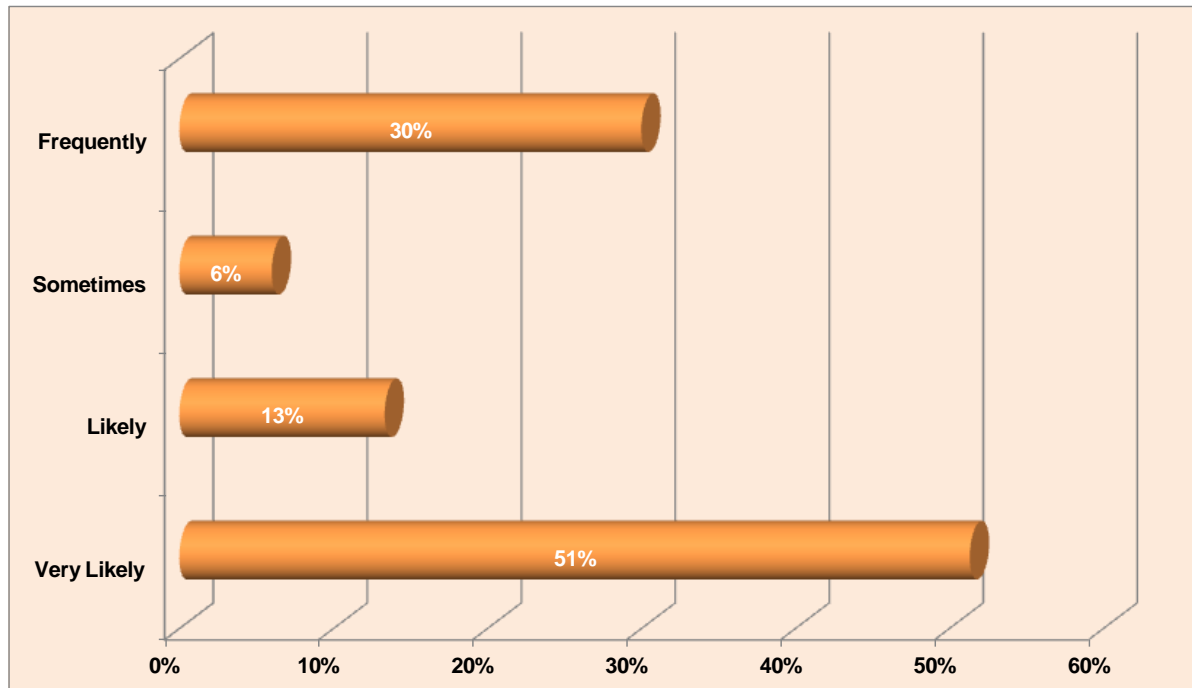


Figure 4.37: Distribution of respondents according to their willingness to participate in a career advancement programme

Seventy-seven of the respondents (51%) were willing to participate in a career advancement programme within their organisation if such a programme were to exist. Furthermore, Figure 4.37 highlights that 20 of the respondents (13%) indicated that they were likely to participate, eight (6%) were willing to sometimes participate, and a further 45 of the respondents (30%) were willing to participate. Overall, 63% of the respondents indicated that they were very likely (51%) and likely (13%) to participate in a career advancement programme within their organisation if such a programme were to exist.

4.2.2.33 Distribution of respondents according to their willingness to train other colleagues to execute their responsibilities

Statement 32: I will train my colleagues to execute my current responsibilities.

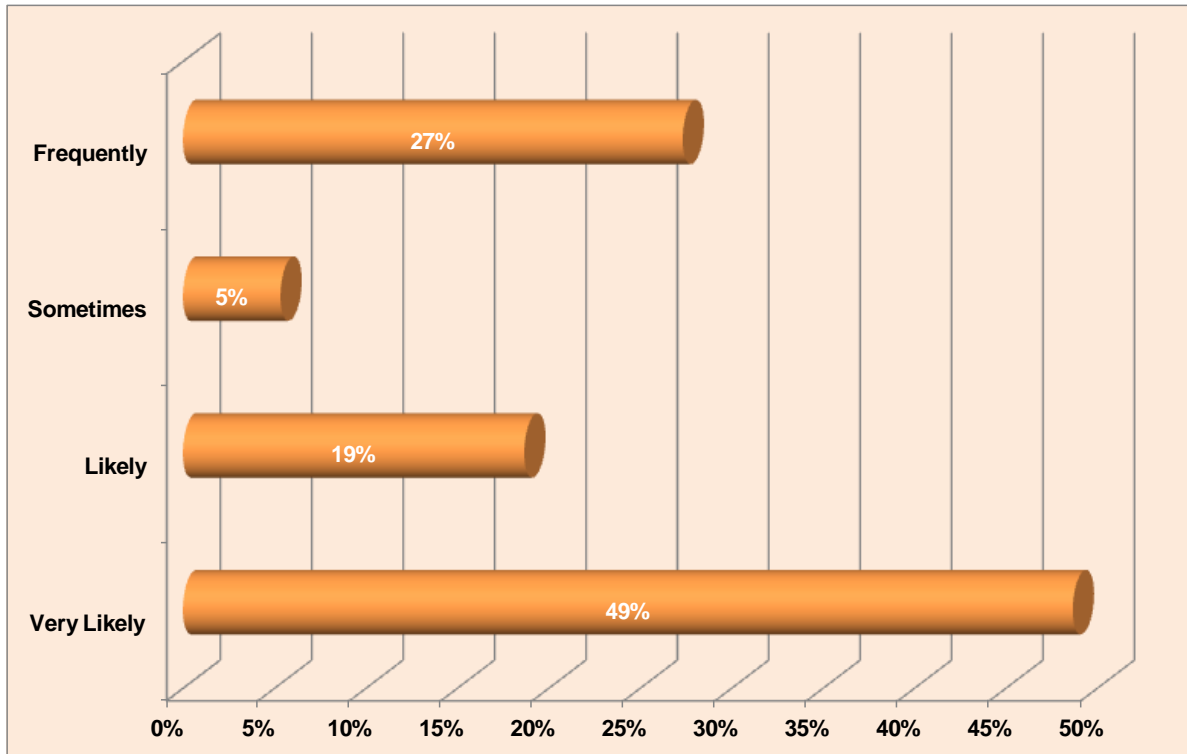


Figure 4.38: Distribution of respondents according to their willingness to train other colleagues to execute their responsibilities

Seventy-three of the respondents (49%) were willing to train their colleagues to execute their current responsibilities. As portrayed in Figure 4.38, 28 of the respondents (19%) indicated they were likely to train their colleagues, eight (5%) were sometimes willing to train their colleagues, and a further 41 of the respondents (27%) were willing to train them. Overall, 68% of the respondents indicated that they were very likely (49%) and likely (19%) to train their colleagues to execute their current responsibilities.

SECTION E

For this section, the researcher wanted to find out how many respondents were planning to leave the organisation and, if so, to provide the reason for their decision.

4.2.2.34 Distribution according to the respondents who plan to leave the organisation/branch network division within the next six months

Statement 33: Do you plan to resign from your organisation/division within the next six months?

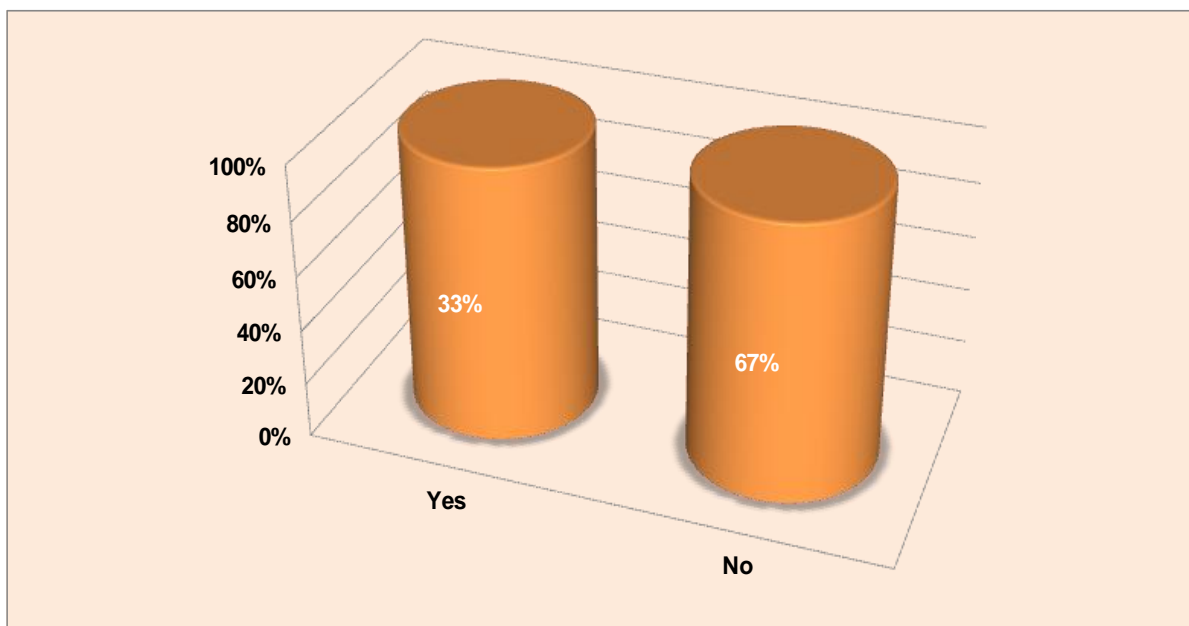


Figure 4.39: Distribution according to the respondents who plan to leave the organisation/branch network division within the next six months

From the total population sampled, 49 of the respondents, representing 33% of the population, indicated that they were planning to resign from the organisation/branch network division within the next six months. Figure 4.39 also shows that 101 respondents, representing 67% of the total population, were still content with the organisation and were not planning to leave.

4.2.2.35 Distribution of respondents according to the reasons that would force them to leave the organisation

Statement 34: If you answered YES to question 33, what is your primary reason for leaving?

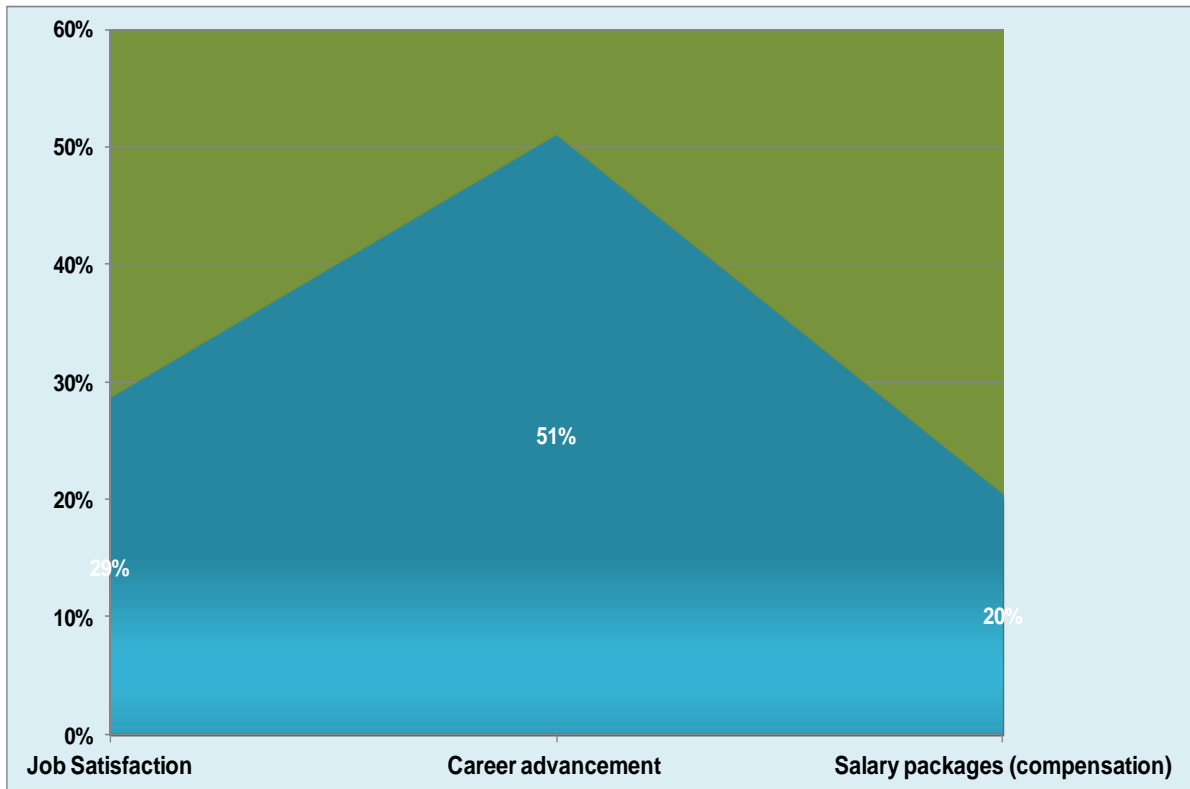


Figure 4.40: Distribution of respondents according to the reasons that would force them to leave the organisation

According to Figure 4.40, 49 respondents who intended to leave the organisation cited the following as their predominant reasons for wanting to leave: job satisfaction (represented 29%), career advancement (represented 51%), and salary packages/compensation (20%).

4.3 Dominating factors of engagement

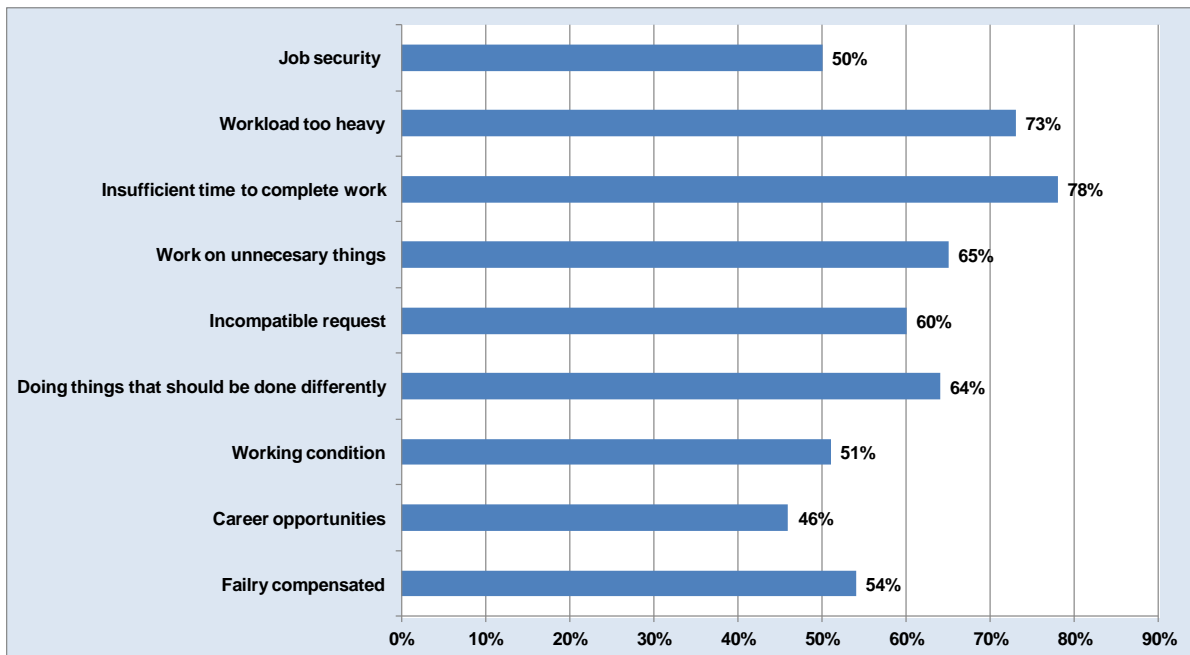


Figure 4.41: Dominating factors of engagement

It is clear from Figure 4.41 that the following factors are of concern for the employees working at Branch Network in the Central Region:

- ✓ Insufficient time to get everything done at work
- ✓ Workload too heavy
- ✓ Working on unnecessary things
- ✓ Doing things that should be done differently
- ✓ Incompatible requests from two or more people
- ✓ Salary packages (compensation)
- ✓ Working conditions
- ✓ Not feeling secure at current job
- ✓ Lack of career advancement/growth

4.4 Dominating factors of turnover

From the self-administered questionnaires, only 49 of the total population of 150 sampled indicated that they were on the verge of leaving the organisation. The main reasons cited were job satisfaction (29%), career advancement/growth (51%), and salary packages/compensation (20%).

To substantiate the reasons provided by the respondents, a further analysis was done on the employees who had left the Branch Network between January 2011 and July 2014. The information was obtained from the human resource self-administered questionnaires.

4.4.1 Human resource-administered questionnaires

As earlier indicated in Chapter 2, turnover has been broken into voluntary and involuntary turnover.

Table 4.2: Voluntary and involuntary turnover

Turnover	2011	2012	2013	2014
Voluntary	135	92	46	80
Involuntary	39	45	23	24
Total	174	137	69	104
% Voluntary	78%	67%	67%	77%
% Involuntary	22%	33%	33%	23%

As reflected in Table 4.2, from January 2011 to July 2014, most employees resigned from Branch Network voluntarily. The highest percentage was evident in 2011 and 2014.

4.4.1.1 *Voluntary resignations 2011*

Table 4.3: Voluntary resignations 2011

Reasons	2011	%
Better job opportunities	67	49.6%
Family or personal circumstances	33	24.4%
Better working conditions	9	6.8%
Transportation	1	0.7%
Salary and benefits	9	6.7%
Supervision	0	0%
Type of work or increased work scope	6	4.4%
Maternity	0	0%
Other (please specify)	10	7.4%
Total	135	100%

Table 4.3 highlights that the majority of employees resigned for better job opportunities (49.6%) followed by family or personal circumstances (24.4%).

4.4.1.2 Voluntary resignations 2012

Table 4.4: Voluntary resignations 2012

Reasons	2012	%
Better job opportunities	61	66.3%
Family or personal circumstances	3	3.3%
Better working conditions	5	5.4%
Transportation	2	2.2%
Salary and benefits	11	11.9%
Supervision	0	0%
Type of work or increased work scope	2	2.2%
Maternity	0	0%
Other (please specify)	8	8.7%
Total	92	100%

Table 4.4 shows that the majority of employees resigned for better job opportunities (66.3%) followed by salary and benefits (8.7%).

4.4.1.3 *Voluntary resignations 2013*

Table 4.5: Voluntary resignations 2013

Reasons	2013	%
Better job opportunities	27	58.7%
Family or personal circumstances	1	2.2%
Better working conditions	0	0%
Transportation	0	0%
Salary and benefits	2	4.3%
Supervision	0	0%
Type of work or increased work scope	8	17.4%
Maternity	0	0%
Other (please specify)	8	17.4%
Total	46	100%

It is indicated in Table 4.5 that the majority of employees resigned for better job opportunities (58.7%) followed by type of work or increased work scope (17.4%) and other (17.4%).

4.4.1.3 Voluntary resignations 2014 (up to July)

Table 4.6: Voluntary resignations 2014

Reasons	2014	%
Better job opportunities	47	58.7%
Family or personal circumstances	4	5.0%
Better working conditions	3	3.7%
Transportation	1	1.3%
Salary and benefits	0	0%
Supervision	0	0%
Type of work or increased work scope	0	0%
Maternity	0	0%
Other (please specify)	25	31.3%
Total	80	100%

The majority of employees resigned for better job opportunities (58.7%) followed by other (31.3%) as highlighted in Table 4.6.

4.5 Conclusion

The findings in this chapter indicate that most of the employees are happy with the organisation. However, there are concerns that most of them felt that they had insufficient time to get everything done at work, workload was too heavy, worked on unnecessary things, received incompatible requests from two or more people, did things that should be done differently, unfairly compensated, poor working conditions, and no job security. No matter how engaged a person feels, these are factors that lead to employees leaving organisations. The self-administered questionnaires revealed career advancement, job security and compensation as the main attributes for employee turnover. The human resource-administered questionnaires also showed better job opportunities as the main reason provided on the exit interviews conducted by the human resource department.

The final chapter will provide conclusions and recommendations of the study.

Chapter 5: Conclusion and Recommendations

5.1 Introduction

The penultimate chapter presented the results of the study. The intention of the concluding chapter is to provide a summary of what has been attained by the research study so as to close the gap between the primary objective, secondary objectives and findings, and recommend a way forward to management.

The primary objective for the research study as outlined in Chapter 1 was:

- ✓ To explore factors influencing employee turnover and engagement of staff within Brach Network in Absa (Central Region)

In order to achieve the primary objective, the following secondary objectives were set:

- ✓ To provide an overview of employee turnover
- ✓ To discuss employee engagement
- ✓ To provide an overview of Absa policies on employee engagement and employee turnover
- ✓ To explore the major reasons for high employee turnover in the Central Region by means of an empirical investigation

(i) To provide an overview of employee turnover

The literature review on employee turnover revealed that employees leave the organisation for a variety of reasons including, but not limited to (a) job satisfaction, (b) lack of supervision, (c) poor working conditions, (d) lack of interpersonal relationships between co-workers, (e) inadequate salary packages/compensation, (f) job security, (g) career advancement/prospects and growth, (h) lack of recognition, (i) achievement, (j) status, (k) the job itself, and (l) inefficient performance management.

- ◆ ***The problem question that arose from the primary objective was “What drives employees in the Branch Network to leave the organisation?”***

The three main dominant findings from the study were indicative that the reasons employees who left or planning to leave the organisation centred around:

- ✓ Career advancement/growth
- ✓ Job satisfaction
- ✓ Salary packages

(ii) To discuss employee engagement

Various organisations are always investigating ways to improve competitiveness in order to ensure their survival globally. The literature review in Chapter 2 revealed the critical role played by employees who are engaged in securing a competitive edge for organisations. Ray (2003), Brewster, Carey, Dowling, Grobler, Holland, Warnich (2003), Kiger (2002), and Coffman and Gonzalez-Molina (2002) all agreed that enhanced business performance is not only dependent on advance processes, products and technology but also equally on the contribution of engaged employees.

Table 5.1 summarises the findings from the employees regarding the engagement levels.

Table 5.1: Engagement results from Branch Network employees

1. Understood their role in this organisation
2. Believed that the job responsibilities that they have been assigned are reasonable
3. Felt that they contribute towards the performance of the organisation
4. Were given adequate feedback about their performance
5. Had sufficient training from their organisation to perform their duties
6. Were very satisfied with their line manager
7. Could disagree with their manager without fear of getting into trouble
8. Were given adequate feedback about their performance
9. Received useful and constructive feedback from their manager
10. Received praise and recognition they deserve for a job well done
11. Managers gave them the freedom they needed to do their job effectively
12. Managers always addressed poor performance appropriately
13. Managers always acted in a way that was consistent with the values of the organisation
14. Managers emphasised cooperation and teamwork among members of the workgroup
15. Manager did an adequate job of keeping employees informed about matters affecting them
16. Overall, they were satisfied with the organisation as a place of work

- ◆ ***However, the next problem question was ‘What are factors of employee engagement that are not implemented in the region which increase employee turnover?’***

It can be concluded from the study that most of the employees that tendered voluntary resignations did so because they felt disengaged because of lack of career growth opportunities and advancement, job satisfaction and salary packages. The three dominating reasons for exiting the current employment were also supported by the percentage responses to the questions posed to participants:

- ✓ Seventy-eight per cent (78%) of the employees felt they had insufficient time to get everything done.
- ✓ Seventy-three per cent (73%) of the employees felt the workload was too heavy.

- ✓ Sixty-five per cent (65%) felt they worked on unnecessary things.
- ✓ Sixty-four per cent (64%) of the employees felt they were doing things that should be done differently.
- ✓ Sixty per cent (60%) felt that they received incompatible requests from two or more people.
- ✓ Fifty-four per cent (54%) felt they were not fairly compensated compared to their peers.
- ✓ Fifty-one per cent (51%) felt the working conditions were poor.
- ✓ Fifty per cent (50%) of the employees felt they were not secure in their jobs.
- ✓ Forty-six per cent (46%) felt there was lack of career opportunities in the organisation.

(iii) To provide an overview of Absa policies on employee engagement and employee turnover

The study revealed that the employees were not aware of any policies.

5.2 Recommendations

5.2.1 Policies

In the absence of employee engagement and turnover policies, the recommendation is for management to develop an engagement model that would encompass the following:

Organisational leadership

- ✓ Leadership to set an inspiring vision
- ✓ Communicate a clear vision for long-term success
- ✓ Translate the organisational direction into people-context (behaviours)

- ✓ Leadership actions to convey a consistent message that reinforces their support to the strategic direction
- ✓ Leadership to identify organisational processes/culture that influence (support or hinder) the implementation of the vision
- ✓ Leadership to have a sincere interest in employees' well-being
- ✓ Leadership to communicate as much as possible to employees (including reasons for decisions and state of the business)
- ✓ Leadership to insist that employees at all levels share financially in the achievement of the business

Organisational culture

- ✓ Align the organisational culture to meet business strategies
- ✓ Branch network to pay as much as they can afford even if it is more than what other companies pay for similar work
- ✓ Provide as much as possible in the line of benefits even if it is more than the average of other organisations
- ✓ Leadership to do whatever they can to avoid retrenchments
- ✓ Delegate decision-making to the lowest possible level
- ✓ Supervise experienced employees loosely to allow for their own initiative and self-motivation to perform
- ✓ Enlarge or enrich work so that employees do 'whole' jobs
- ✓ Stimulate an atmosphere of cooperation and teamwork between individuals in the branch network

Organisational strategies

- ✓ Recruit and select people based on the employees' talents
- ✓ Provide the most pleasant physical working conditions for employees
- ✓ Provide employees with the latest technological tools affordable
- ✓ Jointly set clear performance objectives
- ✓ Provide regular informal performance feedback and not wait for the formal one (formal performance feedback are currently done four times a year)
- ✓ Match individual needs to the needs of the Branch Network

- ✓ Regularly review the employee's contribution in meeting Branch Network's objectives in the region
- ✓ Illustrate to employees how their individual objectives relate to meeting the overall vision of the organisation
- ✓ Invest in the best possible training for employees to do their jobs
- ✓ Provide development opportunities for employees in order to prepare them for higher-level assignments
- ✓ Recognising employees' contributions, even when performance is not extraordinary (just satisfactory)
- ✓ Assist employees to self-manage (be empowered)

Role of leadership

- ✓ Match the employees' talents to the job
- ✓ Ensuring that employees are utilising their strengths on a daily basis
- ✓ Specify desired outcomes without being prescriptive about the process to achieve the outcomes
- ✓ Direct employees' efforts towards those items that yield maximum results
- ✓ Check that tools are adequate to perform the job
- ✓ Provide regular performance feedback
- ✓ Recognise satisfactory and superior performance by praising employees
- ✓ Inspire enthusiasm and teamwork amongst employees
- ✓ Show a sincere interest in their people; encourage people to develop new ideas and new ways of doing things
- ✓ Share business results with employees and show how the individual contributes to them
- ✓ Interpret the organisation's vision for employees and channel their behaviour in terms of what is valued by the organisation
- ✓ Grant experienced employees full autonomy to perform their jobs
- ✓ Develop close working relationships with employees
- ✓ Show concern for the employee's continued development and growth

The aforementioned points, if implemented and managed properly, will improve the employee engagement in Branch Network.

5.2.2 Turnover

The final aspect of the secondary objectives was to recommend to the leadership of Branch Network ways to curb employee turnover. In other words, to recommend ways to decrease employee turnover, keep the employees in the Branch Network, and achieve best possible performance from them. The participants indicated that there was no career advancement and growth in the Branch Network; they were not satisfied with their job; and salary packages were a concern. In an endeavour to keep the employees in the Branch Network, the following recommendations are made:

- ✓ A recruitment and selection strategy, where the task of recruitment and selection is either done fairly or outsourced to eliminate corruption and to ensure job fit, is of utmost importance.
- ✓ Quality training is recommended. Training should be preceded by an assessment of the training needs. Training and development that is specific to the needs of the employees is strongly recommended. Skills-based training that will assist employees to reach 100% production level is required to empower employees.
- ✓ A remuneration strategy that is benchmarked against current market rates is strongly recommended.
- ✓ Effective performance management where planning, contracting, reviewing and proper assessment take place.
- ✓ Advancement, succession planning and career path strategy is proposed where employees' personal development plans have to be aligned with training and development, career path and promotion.

All the foregoing recommendations should address the issues experienced by the Branch Network, and this should result in the reduction of employee turnover. The implementation of the recommendations should lead to the retention of happier employees who are able to contribute towards the realisation of the core objectives of Branch Network in Absa Central Region.

5.3 Limitations of the study

The study was only conducted on the Branch Network division in Absa Central Region. The outcome of the research might be different in other regions; as a result, it might be difficult to generalise the findings to the broader population. It must also be taken into account that the dynamics of the Central Region might not be the same as those of other regions.

The total permanent employees in the region are 1 100, and the research focused only on the 150 employees who participated in the research. Another limitation is that the employees in the regional office, regional managers and branch area managers were excluded from the study. It was also noted that the responses differed from employees depending on their job level in the organisation and the length of service. Employees whose length of service was more than 15 years seemed to be content and not thinking of leaving the organisation.

5.4 Recommendations for future study

- ✓ Further research on the relationship between employee engagement and employee turnover would not only benefit branch network division of Absa but other business units as well.
- ✓ The sample was only limited to employees in the Central Region; it is therefore recommended that future studies be expanded to other super regions within Absa.
- ✓ The engagement and turnover strategies, if executed properly, would give Absa a competitive advantage.

5.5 Conclusion

This research was undertaken because of the high employee turnover in the region. There is evidence from literature and research conducted of the considerable role and contribution engaged employees make towards organisation's competitive advantage. In this study it can be concluded that branch network has not taken cognisance of this fact. The leadership of branch network need to be more proactive in developing and implementing the elements of engagement model as discussed under 5.2. The study also highlighted the causes of turnover and recommended the strategies for leadership in order to improve engagement and curb turnover.

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Annexure 1

UNIVERSITY OF FREE STATE

BUSINESS SCHOOL

Dear Respondent,

I, **Matshediso Maureen Ntsane**, an MBA student at the Business School of the University of the Free State invite you to participate in a research project entitled: **The relationship between employee turnover and employee engagement in the Branch Network division at Absa (Central Region)**. The aim of the study is to explore the relationship between employee turnover and employee engagement in the Branch Network division at Absa Central Region. The responses will be treated with the strictest of confidence.

Through your participation, I hope to understand the reason of the employee turnover and the level of engagement in the region. The results of this research will be discussed with the leadership in the region and recommendation offered which might be useful to curb employee turnover and ameliorate employee engagement.

Your participation in this project is voluntary. If you feel uncomfortable to participate further in the study, you may withdraw without any fear of being prejudiced. There will be no compensation from participating in this survey. Confidentiality and anonymity of records which might compromise your identification as a participant will be highly secured.

If you are uncertain about anything on the questionnaire, you may contact me or my supervisor at the numbers listed below.

Researcher: Ms Matshediso Maureen Ntsane **051 401 1030**

Supervisor: Mr Lyle Markham **051 401 2337**

The survey should take you about 30-45 minutes to complete. I hope you will take time to complete this survey.

Kind regards



Researcher's Signature

Date: 01 September 2014

CONSENT

I(Full names of participant) hereby confirm that I understand the contents of this document and the nature of this research, and I consent to participate in the study. I understand that I may withdraw at any time should I so wish.

Participant's Signature

Date

.....

.....

Annexure 2

01 September 2014

Dear Maureen

Permission to Conduct Research within Absa: Central Region

You may go ahead with the research as requested provided individual names or any of the Company's employees are not reflecting in your research document.

Kind regards

Lourens Hills

Acting Regional Executive Central Region

Tel: 051-401 0517

E-mail: pieterhi@absa.co.za

Annexure 3

Quantitative Analysis Questionnaire

All questions need to be completed in full.

Please use a cross (x) to mark the answer that most applies to you.

SECTION A

BIOGRAPHICAL DETAILS

1. AGE

20-30 years	
31-40 years	
41-50 years	
More than 50 years	

2. GENDER

Male	
Female	

3. RACE

ASIAN	
AFRICAN	
WHITE	
COLOURED	

4. HOW LONG HAVE YOU WORKED AT THIS ORGANISATION?

1-5 years	
6-10 years	
11-15 years	
More than 15 years	

5. PROVINCE

Free State	
Northern Cape	
North West	

6. STATE YOUR ROLE IN THE ORGANISATION

SECTION B

Which of the following statements best describes your position in the organisation?

	Strongly Agree	Agree	Disagree	Strongly Disagree
1. I understand my role in this organisation.				
2. I believe that the job responsibilities that I have been assigned are reasonable.				
3. I feel that I contribute towards the performance of the organisation.				
4. I am given adequate feedback about my performance.				
5. I have sufficient training from my organisation to perform my duties.				
6. I am very satisfied with my line manager.				
7. I can disagree with my manager without fear of getting into trouble.				
8. I am given adequate feedback about my performance.				
9. I receive useful and constructive feedback from my manager.				
10. When I do a good job, I receive the praise and recognition I deserve.				
11. My manager gives me the freedom I need to do my job effectively.				
12. My manager always addresses poor performance appropriately.				
13. My manager always acts in a way that is consistent with the values of our organisation.				
14. My manager emphasises cooperation and teamwork among members of my				

workgroup.				
15. My manager does an adequate job of keeping employees informed about matters affecting us.				
16. Compared to other people doing a similar job as mine, I think I am paid fairly.				
17. I am satisfied with the advancement or promotion opportunities within my company.				
18. I am satisfied and happy with the working conditions within my company.				
19. Overall, I am satisfied with my company as a place of work				

SECTION C

For the following statements, please rate how often you feel that each is true for your circumstances.

	Frequently	Rarely	Sometimes	Never
20. I have to do things that should be done differently.				
21. I have to buck a rule or policy in order to carry out an assignment.				
22. I know exactly what is expected of me.				
23. I receive incompatible requests from two or more people.				
24. I work on unnecessary things.				
25. I have to work under vague directives or orders.				
26. I do not have enough time to get everything done at work.				
27. My workload is too heavy				
28. I feel secure in my current role.				

SECTION D

For the following activities, please rate how likely you would be, if given the opportunity.

	Very likely	Likely	Sometimes	Frequently
29. I will learn and execute the duties of others.				
30. I will attend management or other training for my career advancement.				
31. I will participate in a career advancement programme within my organisation if such a programme were to exist.				
32. I will train my colleagues to execute my current responsibilities.				

SECTION E

Please place a mark next to the response that you feel best describes your situation.

33. Do you plan to resign from your organisation/division within the next six months?

Yes

No

34. If you answered YES to question 33, what is your primary reason for leaving?

(Please select one).

Relocating

Career advancement and growth

Job Satisfaction

Lack of recognition

Unfair reward for contribution

Family status change (e.g. marriage, divorce, birth)

Job security

Salary packages (Compensation)

Mismatch between job and person

Poor working conditions

Loss of trust and confidence in leadership

Lack of supervision

Other (specify) _____