

**UNIVERSITY OF KWAZULU-NATAL**

**Employee Retention Strategies at Department of Health – uMkhanyakude District**

By

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## DECLARATION

I Zamanguni Fortunate Kubheka declare that:

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## **ABSTRACT**

All private and public sector organisations are faced with a major challenge of attracting and retaining skilled employees for long, as this is paramount to their success. The public health organisations have been affected the most, especially the ones in rural areas. Excessive and untimely resignations lead to increased recruitment and training costs, provision of poor health care services to the deprived communities and disruption in implementation of key programmes. One of Department of Health's strategic objectives is to improve Human Resource Management Systems. The study was conducted to identify motivating factors, problems causing resignation and reviewing success of current retention strategies and identifying effective ones that can be adopted. Three out of five hospitals in Department of Health - uMkhanyakude district were selected. The study was undertaken using quantitative approach. A probability sampling using stratified method wherein only health care and allied professionals occupying senior, middle, operational and specialist positions were sampled. Ninety nine participants completed the questionnaire. Collected data was analysed using descriptive and inferential statistics. Constant availability of jobs within the healthcare sector prompts constant job search, with positions in urban areas being the most preferred. This increases employee mobility and leave vacant positions unfilled for longer period. Expecting remaining employees do more than own capabilities in an attempt to fill gaps and not to disrupt service delivery proved to be a problem. Not recognising and rewarding exceptional performance under such conditions is very demotivating. The findings supported literature as job satisfaction proved to be the significant motivating factor. Various other factors like job characteristics, work environment, management style and benefits of the job lead to job satisfaction. Empowering and involving employees in decision making and making growth opportunities available motivate employees as majority attested to this. Paying competitive salary package is an effective strategy but is not enough to retain employees as the majority confirmed that satisfaction with job characteristics is important. Resignations have the ability to push remaining employees to resign but this can be prevented by consideration of internal employees first when filling vacant positions. There is no successful retention strategy but focus should be on training and development, succession planning, empowerment and mentorship and support from management. A number of recommendations made included robust recruitment and talent management, recognition of exceptional performance, provision of non-monetary rewards to increase motivation and work-life balance as effective strategies.

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# CHAPTER 1

## INTRODUCTION

### 1.1 Introduction

Employees spend largest percentage of their time at work. The time spent at work is actually more than 70% and this percentage is even higher for most challenging and senior level positions. The realisation of this has encouraged more employees to choose the organisations to work for carefully. The evaluation of what organisations bring to the employees in exchange of their time and commitment is an endless game. It does not stop after appointment as most employees are always looking for better employment opportunities. The aim is to be with an organisation that provides a variety of factors which are appealing to employees. These range from characteristics of the job, behaviour and style of management, relations with other co-workers, the work environment itself and other external factors like growth and advancement in careers and many other factors.

Work is now viewed as a major part of the employees' lives, as a result many choose the types of work that they like because. It is no longer about earning a salary (Yamamoto, 2011). It is about making a difference and performing meaningful functions. Employers on the other hand are struggling to keep talented employees for longer duration. Resignations are high and this has a huge impact to organisational competitive advantage, productivity and sustainability (Maertz JR, Griffeth, Campbell and Allen, 2007). Government department as service delivery organisations are also susceptible to this challenge. They need sound workforce, skilled and talented employees to meet their objectives and provide quality service to the communities (Malefane, 2010). Retaining skilled and talented public servants has become a focal point (Malefane, 2010). Department of Health in particular has made this a strategic objective (Strategic Plan – KwaZulu Natal, 2010).

### 1.2 Motivation for the study

The study was conducted to assist department of Health in uMkhanyakude district to identify strategies that can be adopted and implemented in order to retain employees. The main beneficiaries of this study are Department of Health in uMkhanyakude district. Since retention of staff is a provincial problem within Department of Health, KwaZulu Natal provincial Health Department will also benefit from the findings of the study.

### **1.2.1 Other districts within department of Health**

Other Department of Health districts which are located in rural areas will hugely benefit from the study. This is due to the fact that they are also likely to be experiencing the same problems in retaining staff.

### **1.2.2 Health organisations and development agents**

The private and public and section 21 and non-profit organisation within public health arena will benefit from the study as these organisations also employ health care professionals and allied workers to implement their funded and non-funded health care programmes. The research findings will assist in recommending effective retention strategies that can be adopted and implemented by these organisations to retain their employees.

### **1.2.3 Employees at Department of Health**

The effects of employee resignation to both Department of Health and remaining employees were identified. The significant and common problems that normally drive employees to resign were also identified. Factors that can motivate employees to stay within Department of Health will be identified. The effects of resignation will be identified. Identification of these effects will benefit employees and the Department since suggestions and recommendations have suggested solutions that can be implemented to correct and eliminate the problems that frustrate both employees and management within the Department of Health. The current strategies which are believed to be successful in retaining employees will be assessed against their impact and effectiveness within Department of Health. This will help in identifying the strategies which the department should focus more on and strengthen to retain their employees.

### **1.2.4 The patients and community**

The findings and recommendations of this research can be utilised by many health care organisations to identify and implement employee retention strategies to manage resignations, reduce number of resignations and strengthen retention.

The patients and communities are the primary recipients of services that are provided by health care professionals and allied workers in health facilities. Excessive resignations have a huge effect to the quality and variety of services that are provided by health care and allied workers. This is because when employees resign, the remaining number of health care

workers is not able to assist and serve the number of patients who come to the health facilities. The work load is passed on to the remaining employees who become stressed and struggle to provide quality of care as they chase to finish the numbers in benches. Some programmes are discontinued and are not provided to eligible patients during times of excessive resignations as this lead to inadequate staff compliment. Discontinuation of some programmes and provision of poor quality of health lead to non-curing of diseases. Some of these diseases can be passed on to family members or community members.

### **1.2.5 Other researchers and policy makers**

The research will assist other researchers to know more about motivating factors and problems that drive employees to resign within Health departments as not much research has been conducted in the public health sphere. The research can be utilised by policy makers to make sound and informed policies with regards to retention of employees within public health.

### **1.3 Study focus**

The study was confined to three hospitals out of the five hospitals in uMkhanyakude district. These hospitals are a representation of the three local municipalities in uMkhanyakude district municipality which has five Local Municipalities. Department of Health has embarked on a turnaround strategy to strengthen the whole health care system effectiveness, with Human Resource included. Devising and implementing employee retention strategies is also at the forefront (Strategic Plan, Department of Health– KwaZulu Natal, 2010).

Only the executive management, senior management, general medical doctors, specialist doctors, pharmacists, senior nurses, middle managers and operational managers were selected to participate in the study. The selected health care professionals and allied workers are either experts, highly qualified, and have extensive experience that is required for the department to be able to provide comprehensive and quality health care (Pillay, 2009).

### **1.4 Problem Statement**

It has been identified that Department of Health is faced with a challenge in retaining its employees. The problem is much worse in districts that are situated in rural areas, and uMkhanyakude is one of those districts. The Department of Health provincially has put much

focus in strengthening health care system effectiveness. One of the strategies to do this has been to strengthen human resources functions.

In previous years, retention of employees has not been treated as a strategic issue. Only recent that Department of Health has also focused on strengthening health systems effectiveness, which also includes reviving and strengthening human resources services. Strategic goal number 1 for Department of Health in KwaZulu Natal is to “Overhaul Provincial Health Services” by refining Human Resource Plan for health and also by improving Human Resources Management Systems (Strategic Plan, Department of Health - KwaZulu Natal, 2010). UMkhanyakude District’s response / strategy towards aligning with this provincial goal have been to review and implement effective recruitment and retention strategies.

Excessive employee resignation leads to the following challenges, amongst others:

- Loss of skilled employees.
- Increased spending on recruitment and training as new employees have to be trained.
- Poor service delivery as programmes implementation is negatively affected and this have negative effects to beneficiaries and communities.
- Unrest and strikes within the communities which is caused by unhappiness among community members due to non-delivery of services.

The purpose of the study is to identify strategies that can be adopted by Department of Health in uMkhanyakude district to be able to retain its employees.

### **1.5 Research questions**

The questions to be answered by the research were:

- What factors contribute to motivating employees to stay within their work environments?
- Why employees resign from Department of Health - uMkhanyakude District?
- Does Department of Health in uMkhanyakude District have Employee Retention Strategy?

- If so, how can the strategy or strategies be reviewed to ensure success in preventing employees from resigning?
- What strategies can be adopted by Department of Health in uMkhanyakude District to retain employees?
- What is the impact of employee resignation to remaining employees and to uMkhanyakude District?

### **1.6 Study objectives**

The study objectives are formulated to be examined so that the researcher is able to address and answer research questions. The study objectives were:

- To identify the perceived problems that drive employees to resign at Department of Health - uMkhanyakude District.
- To identify motivating factors for the employees to stay at Department of Health - uMkhanyakude District.
- To ascertain the effects of employee resignation at Department of Health - uMkhanyakude District.
- To determine retention strategies which are perceived to be reducing employee resignation.
- To establish the effectiveness of the retention strategy at Department of Health – uMkhanyakude.

### **1.7 Study limitations**

The limitation of the study is that only three hospitals were selected to participate in the research, as a result generalisation will only be for Department of Health uMkhanyakude district. Another limitation is that data collection time was minimal as the time given to the respondents to complete the questionnaire was only a month as the research had to be completed and submitted by the end of the semester in 30 November 2013.

### **1.8 Study framework**

The study is categorised into five chapters as according to the research process. The first chapter comprised of an introduction, the motivation of the study which discuss who will

benefit from the study, the focus of the study, the problem statement, questions to be answered by research, the study objectives as well as limitations of the study

The second chapter is a review of literature which looks at other studies around employee retention. This includes retention that was conducted within government, private sector. The review of literature includes definition of employee retention is defined, the importance of employee retention, the evolution of employee tenure, factors motivating employees, theories relating to motivation, problems causing employee retention, the effects of employee retention and lastly the employee retention strategies.

The third chapter defines research methodology and design including reasons why the methodology was used, participants and study location, sampling methods and sampling design. It also outlines the study population, sample size, discusses how participants were recruited, discusses the data collection strategies, questionnaire design, pretesting and validation, questionnaire administration, as well as instruments and systems that were used to analyse data.

The fourth chapter is the presentation, interpretation and analysis of results. The first part of this chapter showed demographic profile of the respondents, qualifications and positions of the respondents, findings on the reasons why respondents were working for Department of Health uMkhanyakude district, findings on whether their intention was to stay or leave and reasons why they were planning to leave. The second part of this chapter is presentation and discussion of findings in-line with the five objectives of the study and reference was made in-line with relevant literature review.

The fifth chapter is the concluding chapter which comprises of recommendations and suggestions which arise from the research findings. This chapter also provides conclusion and outlines study limitations.

## **1.9 Summary**

The challenges in retaining employees spread across all government and private companies with public sector affected the most. The problem statement and questions to be answered by the research have been formulated. The clear and precise objectives were also formulated to guide towards all the subjects to be examined. The next chapter will be an extensive review of relevant literature employee retention

## CHAPTER 2

### REVIEW OF LITERATURE

#### 2.1 Introduction

Government health departments and private health organisations worldwide have for many years been faced with difficulties in recruiting and retaining health care professionals and allied health professionals (Loan-Clarke et al., 2010). These challenges were, and still are happening more in rural areas than in urban and semi-urban areas (Chisholm et al., 2011). UMkhanyakude is one of the districts in deepest rural areas, as a result the Department of Health in this district is also facing major in challenges in attracting and retaining competent allied and health care professionals. These professionals are a major component of the rural health personnel, as they play a bigger role in ensuring that quality health care services is delivered to the communities (Chisholm et al., 2011). The demand for services by the allied and health care professionals have increased due to ageing population which is faced by a burden of chronic diseases and illnesses which in turn requires multidisciplinary care (Chisholm et al., 2011). The commitment of employees toward their jobs, increased productivity and provision of quality service are among the key challenges faced by many organisations on the management of workforce (Nwokocho and Iheriohanma, 2012). Provincial Department of Health in KwaZulu Natal and Department of Health – uMkhanyakude district have both identified strengthening human resource management as one of the strategies to implement to be able to overhaul provincial health services. One of the activities and strategies by the provincial department of Health including all district health offices towards strengthening health systems effectiveness has been to develop and implement employee retention strategies (Strategic Plan, Department of Health - KwaZulu Natal, 2010).

##### 2.1.1 Overview

In this research, employee retention, its importance and evolution of employee tenure will be defined and discussed. The factors motivating employees to stay in the Department of Health – uMkhanyakude district will be identified. Theories in relation to job satisfaction and motivation will be analysed. The factors and problems influencing employees in Department of Health – uMkhanyakude district to resign will be identified and discussed. The effects of employee resignation to both Department of Health – uMkhanyakude district and to its employees will be discussed. Lastly, the best practices and effective employee retention



strategies that can be adopted by Department of Health – uMkhanyakude district will be identified and recommended. The literature on effective retention strategies will be reviewed. Relevant and effective retention strategies will be recommended and they will emanate from respondents' responses and literature review.

## **2.2 Definition of employee retention**

Most organisations are striving to retain its employees. In Johnson (2000, cited in De Vos & Meganck, 2007) employee retention is described as retention as retention management. Employee retention is an effort and determination put by an organisation in order to keep employees within an organisation for a longer period. Variety strategies are devised to prevent employees from leaving and joining other competitors (De Vos and Meganck, 2009). Various effective policies and practices have the ability to make employees choose to stay for long with their employees (Gayathri et al., 2012). This is not always an easy thing to do by employers because employees are unique and have different needs, attitudes and beliefs (Robbins et al., 2009). What satisfies one employee will not necessarily satisfy the other, and what satisfies one today is not guaranteed to keep the same level of satisfaction forever (Gayathri et al., 2012). To be able to effectively manage and minimise resignation, organisational management need to identify factors that satisfy each and every employee (Nwokocha and Iheriohanma, 2012). When some employees resign, managers have to find appropriate ways to effectively manage the impact of resignation to the remaining employees. This is extremely important because resignations have the power to damage the feelings of remaining employees towards their jobs and positions within those particular organisations (Hasan et al., 2011).

Retention management is therefore described as an organisational effort of managing excessive resignation (Yamamoto, 2011). Retention policies are devised by human resources department to prevent existing and high performing employees from leaving, aiming to preserve them within an organisation for a longer period of time by continuously developing their skills and competencies (Yamamoto, 2011).

### **2.3 The importance of employee retention**

The management of human resources in public sector is different to managing it in the private sector (Parry et al., 2005). Within public sector, human resource management is subjected to both indirect and direct political interventions as the relation involves government, employees and employer (Parry et al., 2005). Previously government's desire was focused more on being a model employer by providing reasonable terms and conditions at all costs (Parry et al., 2005). The emphasis has been on committing to job security and equality but with centralised and multifaceted nationwide bargaining arrangements (Parry et al., 2005). Now the focus and commitment is towards achieving organisation's competitive advantage and providing quality services by retaining the best talent, which its main sources are human capabilities (Maertz JR et al., 2007). The Department of Health in South Africa resorted to implementing compulsory community service of two years trying to retain Medical Officers after completion of studies, which is widely viewed as exploitation (Erasmus, 2012).

Globalisation which is brought by technological advances and many other factors has made the world to be small and has increased global competition (Kyndt et al., 2011). The management of human resources have taken a strategic role within both public and private sectors (Parry et al., 2005). A number of interventions aimed at improving working standards, work environments, removing discrimination, reducing accidents, improving diversity and many other interventions are being adopted and implemented (Parry et al., 2005). To survive and be competitive, government also need to be flexible and easily adapt to change (Nwokocha and Iheriohanma, 2012). The overall aim is to maintain constant productivity within organisations. This cannot be achieved if there are excessive resignations and organisations are always faced with challenges of recruiting and appointing new employees (Kyndt et al., 2011). The increased employment volatility which is accelerated by job changes has increased the need for securing capable and high competent employees (Yamamoto, 2011). The aim for each and every organisation is to retain future core competencies (Yamamoto, 2011). Most organisations have adopted new production methods and new innovative approaches of providing services. The health sector has also done the same and this has created vacancies for more employees. This has increased mobility of individuals and accelerated employee turnover (Nwokocha and Iheriohanma, 2012). Employees are forced to constantly hop from one organisation to another due to the availability of employment opportunities (Nwokocha and Iheriohanma, 2012).

## **2.4 The evolution of employee tenure**

The aging generation called the Baby Boomers is rapidly retiring and the inexperienced younger generation called generations X and Y is slowly entering the labour market (Bhatnagar, 2007). Organisations are faced with challenges of not only recruiting and retaining these new entrants within their workforces (Hasan et al., 2011). There is also an urgency to train them to bring them up to speed with expected organisation's performance level (Campbell et al., 2012).

The new entrants in the labour market consist of younger employees. This group view both life and employment as important aspects of their lives. They strongly believe that there should be a balance between work and life balance (Koekemoer and Mostert, 2010). These employees know that add value to an organisation, hence they want to be with organisations where their careers will also be developed. They have hunger to acquire new skills and competencies (James and Mathew, 2012). They want meaningful job types where they will be engaged and involved in making decisions about how their jobs are to be performed. (Rothmann and Rothmann Jr, 2010). This calls for organisations to retain these employees to be able to compete globally (Kyndt et al., 2011). There is a need for continued training and development (Kyndt et al., 2011).

Employers are being challenged to maximise usage of employees's available competencies as this motivates and retain employees (Lai and Kapstad, 2009). Appropriate tasks, exciting and challenging opportunities not only provide intrinsic motivation, it also encourages employees to grow their competencies (Lai and Kapstad, 2009).

## **2.5 Factors motivating employees**

Motivating factors which have the effect in retaining employees can be classified into both organisational and individual (Masibigiri and Nienaber, 2011). Competitive salary packages, training and development opportunities, job enrichment initiatives, career growth and progression, employee benefits, activities aimed to improve work and life balance as well as supportive environment are all amongst the factors that motivate employees to choose and stay with their organisations (De Vos and Meganck, 2009).

The findings presented in Maertz & Griffeth (2004, cited in De Vos & Meganck 2007) also proved that the factors mentioned are indeed powerful in encouraging most employees to stay within their organisations (De Vos and Meganck, 2009).

### **2.5.1 Employee motivation**

Motivation can be defined as an individual's direction, intensity and persistence effort that is put towards accomplishing a goal (Robbins et al., 2009). It is a prerequisite for improved performance (Adzei and Atinga, 2012). Employee's willingness to stay and work in an organisation is largely dependent on motivation (Adzei and Atinga, 2012). If an employee is highly motivated, it is likely that the same employee will perform better and stay with the current organisation (De Vos and Meganck, 2009). This is because the level of motivation and intention to stay is dependent on motivational forces (De Vos and Meganck, 2009). Motivational forces are differentiated according to affective, normative, calculative and contractual forces (De Vos and Meganck, 2009). Motivation is a source of job satisfaction (Adzei and Atinga, 2012). Motivated employees are normally satisfied with their jobs (Adzei and Atinga, 2012). According to the findings in Lai and Kapstad (2009), employee's intention to stay can be predicted by intrinsic motivation and career system satisfaction (Lai and Kapstad, 2009). Intrinsic motivation is an internal factor which is always difficult to identify (Robbins et al., 2009). That is why most organisations have been putting more effort on identifying and satisfying extrinsic factors such as employee's needs; training and many other factors (Adzei and Atinga, 2012). Many studies have proved that motivation can be brought by the following factors amongst many; effective communication, cohesive team work, friendliness and attitude of other employees towards each other as well as management support and relationship between staff and management (Jayasuriya et al., 2012).

### **2.5.2 Job satisfaction**

Job satisfaction can be described as a positive feeling about one's job. The feeling normally comes from an evaluation of job's characteristics (Kreitner and Kinicki, 2008). Job satisfaction is found to be one of the core factors that motivate employees to stay and continue to work in their organisations (Robbins et al., 2009). According to Robbins, et al., (2009), job satisfaction is a major job attitude which plays a key role towards good performance (Robbins et al., 2009). This is because satisfaction with the job yields positive behaviour in employees. Satisfied employees behave positively towards the management, their colleagues and also towards job demands (Kreitner and Kinicki, 2008). That is why the findings in Adzei and Atinga (2012), shows that there is a positive relationship between motivation and job satisfaction (Adzei and Atinga, 2012).

Other job attitudes such as involvement and organisational commitment also play a key role towards job satisfaction (Robbins et al., 2009). Job involvement is a degree to which an employee identifies psychologically with his / her job (Robbins et al., 2009). When employees are involved in planning and outlining their job activities, they will automatically identify positively and will be optimistic about their jobs (Kreitner and Kinicki, 2008). Organisational commitment can be described as a degree to which an employee is involved in an organisation (Ellenbecker and Cushman, 2011). Other studies showed that organisational commitment is the best measure of intention to stay than job satisfaction (Ellenbecker and Cushman, 2011). This is because where there was strong evidence of organisational commitment, there was intent to stay (Ellenbecker and Cushman, 2011).

### **2.5.3 Economic rewards**

Economic reward is a set and agreed monetary compensation or return given to an employee by an employer in exchange for performing given duties (Yamamoto, 2011). Satisfying incentive packages which are in line with the capacity to meet the requirements of an individual employee are one of the major motivating factors to the employees (Yamamoto, 2011). The challenge for most organisations has been the attraction of highly skilled employees by many organisations at a time. (Nwokocha and Iheriohanma, 2012). With many organisations offering different kinds of incentives, the huge salary package has been the main factor for employees when deciding which organisation to join. The findings in Nwokocha and Iheriohanma (2012) also indicated that there is a relationship between packages, performance and turn over. When high performers are not adequately rewarded financially, they resign from their organisations (Nwokocha and Iheriohanma, 2012). The evidence presented in the study of Pillay (2009), also confirmed that retention can be improved primarily first by adequate remuneration, safe and healthy work environment with adequate resources and equipment to carry out work activities, management support and lastly with opportunities for advancement and career progression (Pillay, 2009).

The hypothesis in Chan and Chew (2008), proved that money has the ability to influence employees' behaviour positively (Chew and Chan, 2008). The results of this study also proved that, organisational commitment and intention to stay can be achieved by provision of adequate and fair remuneration as well as recognition of employees' effort (Chew and Chan,

2008). In the work of Adzei and Atinga (2012), it was revealed that monetary factors such as salary increment; paying higher remuneration and providing other financial rewards for nurses working in peripheral districts, increased interest and motivation for those nurses to continue working in those districts (Adzei and Atinga, 2012). In other studies, wages and more income paid for working overtime and shift work alone did not prove to be related to accelerating intention to stay for health care workers (Currie and Carr Hill, 2012). Other factors like probable specialisation opportunities and job security were identified as factors that best motivate more health care and allied workers to stay, therefore decreasing intention to change jobs and move to other non-health sectors (Currie and Carr Hill, 2012).

#### **2.5.4 Management style**

Management style plays an essential role in keeping employees motivated. The findings in Taplin and Winterton (2007), demonstrated that sympathetic managers respect their employees's domestic challenges. They are considerate and strive to create supportive and enabling working environment (Taplin and Winterton, 2007). This type of management style builds trust and friendship-based work groups between employees and their managers. The feeling of emotional attachment is formed an employee and an organisation. Emotionally attached employees often do their utmost best to perform exceptionally in given tasks. Leaving their current organisations becomes the last thing on their minds as work places are like their second homes (Taplin and Winterton, 2007).

Management support can be provided in a developmental form, whereby employees' performance and competencies are activated through provision of challenging tasks and opportunities (Lai and Kapstad, 2009). This kind of support continuously develop employees's competencies, bring self-efficacy, enhances motivation and job satisfaction and lead to retention (Lai and Kapstad, 2009). The findings in Hasan et al., (2011) showed that within organisations where the managers coach and mentor employees instead of micro managing them, those employees became empowered and were able to take responsibility for personal and business growth (Hasan et al., 2011).

The role of leadership is of great importance in the health care sector (Duffield et al., 2008). Hospital leaders and management are needed not only for ensuring positive patient outcomes, but also for provision and coordination of professional and technical assistance and for

supporting innovation (Duffield et al., 2008). They are entrusted with strategic management of health care professionals, good governance and for motivating them (Duffield et al., 2008).

### **2.5.5 Employment contracts**

Managers are expected to deliver on the terms and conditions as they are defined in the employees' psychological contractual agreement (De Vos and Meganck, 2009). Signing of contracts establish relations when employees join the organisation. The contracts is a powerful tool which has an ability to create beliefs about the joint exchange relationship between employees and their employers (Payne et al., 2000). It is therefore the responsibility of management to manage and understand those beliefs and also deliver on what was agreed upon when employees join the the organistaions (De Vos and Meganck, 2009).

### **2.5.6 Employee engagement and empowerment**

Employee engagement is an employee's satisfaction, involvement and enthusiasm for the work he or she does (Robbins et al., 2009). The level of employee engagement can be majored by assessing the three components of engagement (Rothmann and Rothmann Jr, 2010). These include measuring the availability of resources to perform the required tasks, opportunities of learning new skills, doing meaningful work and rewarding interactions with other co-workers and management (Robbins et al., 2009). Highly engaged employees are normally passionate about their work and feel deeply connected to their organisations (Rothmann and Rothmann Jr, 2010). The findings in the work of Macey and Schneider (2008), cited in Rothmann and Rothmann Jr, 2010) proves that the organisation's needs to out-perform competitors and maximise profits requires high level of employee engagement (Rothmann and Rothmann Jr, 2010). This is due to the fact that employee engagement leads to motivation and job satisfaction which in turn guarantees positive organisational outcomes, increased productivity, low turnover, improved customer satisfaction and return on investment (Rothmann and Rothmann Jr, 2010).

Empowerment is a tactic which is used to give employees more power and responsibility over the how their work activities are performed (Jones and George, 2009). The broader definition of empowerment includes giving employees opportunities, developing their competencies through training and involving them in decision making (Robbins et al., 2009). Organisational factors like the challenging job opportunites and assignments, job enrichment,

meaningful work and engaging employees in decision making increases employee responsibility (Kyndt et al., 2011). These factors encourages employees to be responsible for their performance and the decisions they make (Kyndt et al., 2011).

Employee's creativity and innovation as well as provision of quality work is also enhanced and strengthened by empowerment (Kyndt et al., 2011). All of these factors strengthen employee empowerment and inspire employees to stay long with their relevant employers (Kyndt et al., 2011; Martins and Meyer, 2012). These factors also develop employee's self efficacy, intrinsic motivation (Lai and Kapstad, 2009), entitlement and commitment to work and the organisation (Robbins et al., 2009).

### **2.5.7 Organisational environment and culture**

Organisational environment is defined as shared feelings, perceptions and attitudes that employees have about the organisation (Robbins et al., 2009). According to Castro and Martins (2010), the three aspects as defined by Robbins et al., (2009) demonstrate the profound values and norms of the culture of an organisation (Castro and Martins, 2010). Conducive work environment and positive culture is one of the factors that motivates employees. This is the reason, why the results in Castro and Martins (2010) indicated that there is a positive correlation between organisational environment and job satisfaction (Castro and Martins, 2010). Creating and maintaining organisational environment which encourages employees to perform at their optimum level keeps employees motivated and increases competitive advantage (Castro and Martins, 2010).

Jones and George (2009, p.91) described organisational culture as a shared set of beliefs, norms, values, expectations and work routines which influence the conducts of individuals, groups, and teams in their interaction with each other and cooperation towards achieving organisational goals (Jones and George, 2009). Culture represents a common perception held by organisation's members and it is what distinguishes the organization from other organization (Robbins, et al. 2009).

The study of Walker (2001, cited in Kandyt et al., 2011) proved that organisations which create enabling and supportive work environment, provide opportunities for learning and good communication, engage employees in performance management, foster good working relations among employees and the organisation as well as provide work-life balance are



immensely contributing towards keeping employees motivated to stay in their organisations (Kyndt et al., 2011).

Another finding in Parry, et al., (2005), confirmed that employees automatically fit with the work environment and culture if they are working for employers of choice (Parry et al., 2005). This is because of the presence of moral attachment and commitment which automatically lead to longer stay with those organisations (Parry et al., 2005).

Effective recruitment process can play a bigger role in ensuring that there is a good fit between newly appointed employees' values and organisation's values (Chew and Chan, 2008). Employees who are fitting well with the organisational values will automatically fit with organisational culture and work environment (Chew and Chan, 2008) . This close fit lead to employee (Chew and Chan, 2008).

#### **2.5.8 Work-life balance**

Work-life balance and family friendly work environment are terms that originated from Europe and USA in the 1980s (Yamamoto, 2011). Both of these terms mean work approaches that consider and value employee's other responsibilities to his or her family (Yamamoto, 2011). This calls for employers adaptivity and flexibility towards employee's work style and personal life. Work and personal life balance has become a major factor of consideration when decisions of whether to stay or leave the organisations are made (De Vos and Meganck, 2009). This is caused by competing pressure in committing time for work, family and other social roles (Koekemoer and Mostert, 2010). More time is demanded from women as they are advancing and occupying executive positions at work (Koekemoer and Mostert, 2010).

With all these changes and women's desire to commit their time to work, their families and other social demands, more organisations have been devising and implementing strategies which are flexible and taking cognisance of life outside work (Koekemoer and Mostert, 2010); (Haafkens et al., 2011). Their aim is to value employees' time at work and respect time for other activities outside work (Koekemoer and Mostert, 2010).

Although most employers provide conducive work environments, flexible work hours, childcare services within the workplaces, paying subsidies for child day care fees and providing paid maternity leaves, have proved not to be enough to retain employees (Yamamoto, 2011).

### **2.5.9 Training and development**

Training is a process whereby employees are assisted to acquire capabilities that will help them to successfully develop in their careers and also achieve organisational goals (Grobler et al., 2011). Training can be either formal, which is planned and structured or can be informal, which is unplanned, unstructured but is responding to the needs of the individuals and the job and can be conducted by other employees on the job (Robbins et al., 2009). In other words, training can be conducted in a form of on-the job training, formal classroom attendance and workshop attendance (Grobler et al., 2011; Zin et al., 2012). Training and developing employees is one of the ways that is used to manage talent (Grobler et al., 2011). Development is enrichment of employee's competencies by his or her manager. This is done to improve employees' skills, knowledge and abilities (Grobler et al., 2011). Development can be provided through various forms such as support, mentoring, coaching and exposure to challenging opportunities and tasks (Robbins et al., 2009; Bhatnagar, 2007).

### **2.6 Theories relating to motivation and job satisfaction**

The processes that account for an individual's intensity, direction and persistence including determination in attaining a particular goal come from various factors (Robbins et al., 2009).

The most popular theory of motivation is Maslow's hierarchy of needs. The assumptions of Maslow's theory stated that within each human being exists a hierarchy of five needs (Robbins et al., 2009). These needs are separated into higher and lower orders, where higher order needs are satisfied within the human being and lower order needs satisfied externally by things such as compensation and tenure (Robbins et al., 2009). The first is physiological need which includes thirst, shelter, hunger and other physical needs. The second is safety need which includes security and protection from physical and emotional harm. The third is social which includes need for belonging; acceptance, affection and friendship. The fourth is esteem and includes need for internal factors like autonomy; achievement and self-respect as well as need for external factors like recognition and attention and status. The fifth is need for self-actualisation which includes things like growth, urge to achieve one potential and self-fulfilment (Robbins et al., 2009). As each need becomes largely satisfied, the next need in the hierarchy becomes dominant. This means if employers want to satisfy and keep employees motivated, they need to establish what level of the hierarchy is each employee currently at, then devise strategies that will satisfy the needs above that level (Robbins et al., 2009).

### 2.6.1 Maslow's hierarchy of needs

Diagram 2.6.1 below showed Abraham Maslow's hierarchy of needs. Maslow's five needs are separated into higher and lower orders. Physiological and safety needs were described as lower order needs while social (love and belonging), esteem and self-actualisation were described as higher order needs (Robbins et al., 2009).

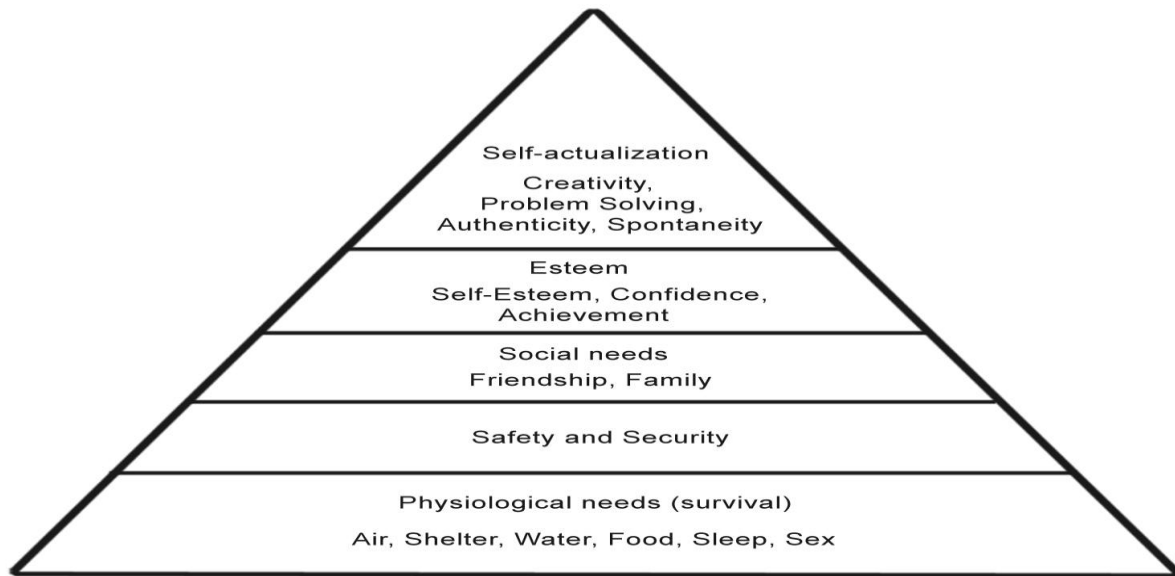


Diagram 2.6.1 Maslow's hierarchy of needs

*Source: Robbins et al., (2009), Organisational Behaviour: Global and Southern African Perspectives, 2<sup>nd</sup> ed., Cape Town: Pearson Education South Africa. p145*

According to Maslow's theory as shown in figure 2.6.1, not much evidence was presented to support the assumptions that unsatisfied needs motivate and that a satisfied need activates movement to a new level (Robbins et al., 2009). The fulfilment of employees' psychological needs which is attained through being able to buy food, shelter and clothes with the money earned from work results to employee commitment towards that organisation (Robbins et al., 2009; Ellenbecker and Cushman, 2011).

Other theories by Douglas McGregory, Theory X and Theory Y proposed that managers hold two different views of about human beings. The other human beings were viewed as negative

and labelled Theory X and the others were viewed as positive and labelled Theory Y (Robbins et al., 2009). In these two theories the way in which managers dealt with employees was viewed, and it was concluded that managers' views of the nature of human beings were based on certain grouping of assumptions (Robbins et al., 2009). There was a tendency of employers moulding behaviour towards employees according to these assumptions. (Robbins et al., 2009).

### 2.6.2 Theory X and Theory Y

Figure 2.6.2 depicted that under Theory X, managers' belief is that employees naturally dislike work and have little ambition therefore they must be directed and forced to perform. Under Theory Y, managers' assumption is that employees enjoy work, and view it as being natural as rest or play as a result the average employees can be able to learn to accept and even seek responsibility (Robbins et al., 2009).

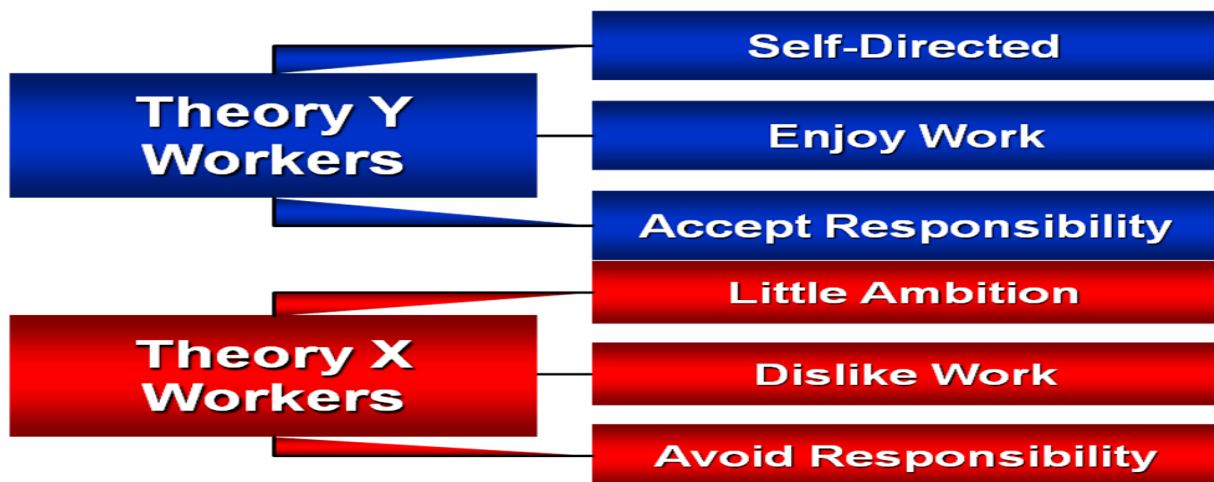


Diagram 2.6.2 Theory X and Theory Y

Source: Robbins et al., (2009), *Organisational Behaviour: Global and Southern African Perspectives*, 2<sup>nd</sup> ed., Cape Town: Pearson Education South Africa. p146

In Figure 2.6.2 the assumption in Theory Y was that higher order needs dominate individuals and this assumption was more valid than in Theory X (Robbins et al., 2009). In McGregor's work it was proposed that factors like challenging jobs, inclusion of employees in making decisions and excellent group relations were able to maximise employees' job motivation (Robbins et al., 2009). However there was not enough evidence to support assumptions of

these theories and proof that altering individual's actions can lead to motivated workers (Robbins et al., 2009).

Job satisfaction is described as a positive feeling about a job which comes as a result of evaluation of its characteristics (Robbins et al., 2009). High level of job satisfaction leads to positive feeling while low level of job satisfaction lead to negative feeling (Robbins et al., 2009). Adzei and Atinga (2012) describe job satisfaction as a factor which describes all the things used by employees to measure whether their job is rewarding or not.

Herzberg two-factor theory of job satisfaction was developed around motivation and hygiene (Robbins et al., 2009). This theory proposed that hygiene factors like work conditions, work environment, supervision, good salary and organisational practices cannot alone motivate workers but are able to reduce dissatisfaction (Jayasuriya et al., 2012). Contrary to that are intrinsic factors like advancement and promotion opportunities, nature of the job and its characteristics which can influence job satisfaction (Jayasuriya et al., 2012). Since these factors are closely linked to job satisfaction, they are called motivation factors (Jayasuriya et al., 2012). More studies conducted in rural health care workers supported Herzberg two-factor theory as most findings supported contrasting views of satisfaction and dissatisfaction, and proved that it is a number of various hygiene and intrinsic factors that can motivate. These can be categorised to inter-personal, intra-personal and extra-personal (Jayasuriya et al., 2012).

Cognitive theory also known as self-efficacy theory refers to an employee's belief that he or she has the abilities and capabilities of performing a task. If the employee's believe is high, so is the self-efficacy. When self-efficacy is high, employee becomes more confident in their abilities to perform the given task successfully. If the self-efficacy is low, so is the employee's confidence level (Robbins et al., 2009)

Cognitive theory can be looked in conjunction with goal setting theory of Edwin Locke. In this theory it is depicted that employees are motivated by working towards attaining specific and difficult goals (Lin and Chang, 2005). The goals have to be clearly defined as they provide guidance on what is expected to be done by the employees and how will success be measured and feedback given by managers and supervisors (Ellenbecker and Cushman, 2011) (Robbins et al., 2009).

### 2.6.3 Joint effects of goals and self-efficacy on performance

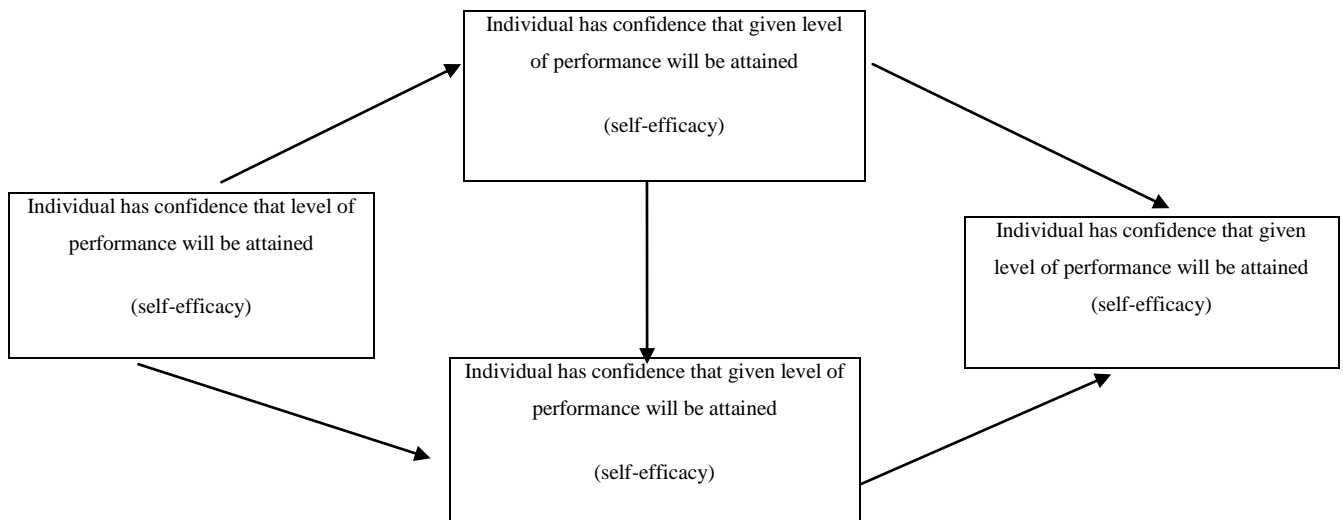


Diagram 2.6.3 Based on Robbins et al., (2009), *Organisational Behaviour: Global and Southern African Perspectives*, 2<sup>nd</sup> ed., Cape Town: Pearson Education South Africa. p153

In figure 2.6.3, the relevance of self-efficacy theory in relation to motivation is shown. When employees have low self-efficacy, they are more likely to perform badly as a result look for other alternative employment opportunities. Contrary to that, is that if the employee's self-efficacy is high, they tend to persevere and strive to face any challenges and any factors that demotivate them (Robbins et al., 2009).

### 2.7 Problems causing employee resignation

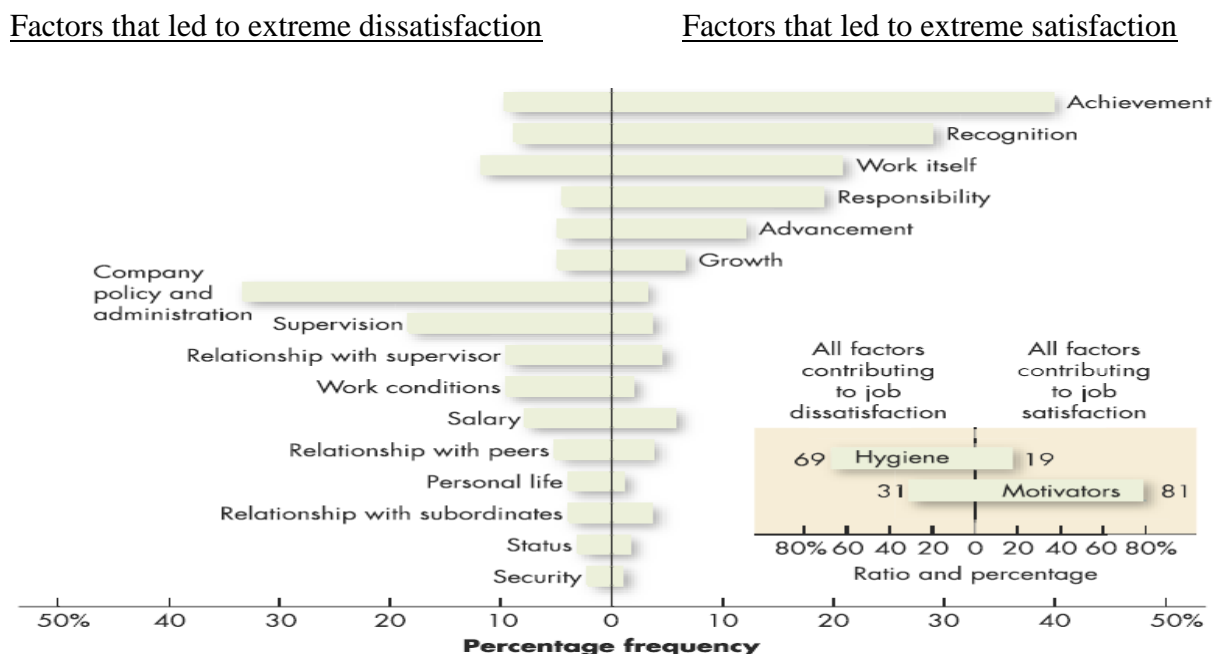
The continuous and increasing demand for health care has contributed massively towards accelerating job hopping within the health care sector (Duffield et al., 2008). Any presence of minimal dissatisfaction with the present employer is likely to prompt health care and allied professionals to seek alternative employment or income generating opportunities elsewhere (Duffield et al., 2008). Adzei and Atinga (2012) identified dissatisfaction with the job as a major cause for employee resignation (Adzei and Atinga, 2012). The findings in Taplin and Winterton (2007) stated that, dissatisfaction with the job does not always lead to resignation if an employee is satisfied other aspects like salary package, work environment and many more (Taplin and Winterton, 2007). This is supported by the work of Chew and Chan (2008), where it was established that there has to be a right mixture of human resource practices for organisations to be able to retain employees (Chew and Chan, 2008). The focus should not only be on improving human resource practices and improving organisational performance

through shaping employees' attitudes and behaviours (Chew and Chan, 2008). The changes in the workforces in terms of age, ethnicity, race, gender; job satisfaction and family structures have called for the need to also focus on effective recruitment and selection; performance management and on training and development (Chew and Chan, 2008).

### 2.7.1 Job dissatisfaction

Dissatisfaction with the job and its characteristics has been identified as one of the major causes of resignation (Gberevbie, 2010). Many studies showed that frequent and high labour turnover that is experienced by many organisations poses huge organisational performance challenges (Gberevbie, 2010). In most cases that is mainly due to employees not being satisfied with their jobs (Gberevbie, 2010). There are lot of factors which cause dissatisfaction. Part time or casual jobs have proven to cause dissatisfaction and negativity towards the current employer (Duffield et al., 2008). In cases where most health care workers were occupying part-time contracts or casual positions, the standard of quality of care deteriorated (Duffield et al., 2008)

**Diagram 2.7.1.1 Comparison of satisfiers and dissatisfiers**



Source: Robbins et al., (2009), *Organisational Behaviour: Global and Southern African Perspectives*, 2<sup>nd</sup> ed., Cape Town: Pearson Education South Africa. p147

According to figure 2.7.1.1, there is great difference and distinction between factors that lead to job satisfaction and job dissatisfaction (Robbins et al., 2009). To succeed in keeping employees motivated, managers have to determine and strengthen work factors like opportunities for advancement, promotions and recognition as these motivate each and every individual employee. Strategies that eliminate job dissatisfaction factors is not guaranteed to bring motivation (Ellenbecker and Cushman, 2011).

### **2.7.2 Work stress**

One of the essential problems causing employee resignation in relation to high turnover and other problems is work related stress (Currie and Carr Hill, 2012). In most cases stress is caused by increased in things like excessive workload, relationship with other employees and many other problems (Currie and Carr Hill, 2012). There is increased need for nurses to fill – in many registers and patients charts within the health sector. This has been accelerated by HIV / AIDS pandemic and burden which have seen development agents like USAID, World Health Organisation and UNICEF funding more programmes aimed at reducing the spread of HIV / AIDS. This has added excessive administrative pressure as these programmes are closely monitored, evaluated and reported to assess their effectiveness and impact. This has been more stressful to health care workers, even more than proving health related services to the patients (Currie and Carr Hill, 2012). The study Currie and Hill (2012), which was conducted in New Zealand study, showed that more stress in nurses is also caused by strain sustained from taking care of ailing patients as a result nurses leave mostly for personal reasons and / or opt for change in profession.

### **2.7.3 Ineffective human resource practices**

Most health organisations like Department of Health in uMkhanyakude district, have realised the importance of addressing all human resource challenges in order to strengthen health systems effectiveness (Blaauw et al., 2013). This is because if these challenges are not addressed, the consequences are critical and are detrimental towards improving health care globally and locally (Blaauw et al., 2013). Un-filled vacant positions, thin workforces, unskilled workforce and unmotivated employees all lead to poor organisational performance which compromises the delivery of quality services and contributes to non-implementation of other key health interventions and programmes (Blaauw et al., 2013).



#### **2.7.4 Uncompetitive salary packages**

Uncompetitive salary packages rewards are one of the causes of resignation. The study in Gberevbie (2010), which examined relationships between employee's performance and the salaries which are paid to those employees, showed that employees who are not remunerated fairly or in line with the market perform poorly than those who are highly paid (Gberevbie, 2010). As much this is not the only problem that leads to resignation, it is high among the list.

#### **2.7.5 Autocratic organisational structures**

Employees who are committed to their work want to see instant results for the effort they put into performing their work (Robbins et al., 2009). They want decision making powers to be decentralised to ensure that there are no delays in execution of duties. Employers who have high hierarchical structures, closed communication and limited employee participation in decision making are struggling to retain employees (Pillay, 2009). Autonomy and independence are most preferred by employees as they believe they are responsible for the overall success of their jobs and that of their organisations (Pillay, 2009).

Failure by employers to expose their employees to challenging work opportunities; development of new skills and advancement of careers through training and development, result to dissatisfaction and automatically builds negative feelings about the organisation and the job (Chew and Chan, 2008).

#### **2.7.6 Unavailability of opportunities for career progression**

Minimal or unavailability of career progression opportunities can easily drive employees to resign (Chisholm et al., 2011). Organisations in rural areas are faced with a challenge of not having enough opportunities for employee advancement in their careers (Chisholm et al., 2011). Like all other rural organisations, government departments like Department of Health – uMkhanyakude district also have limited opportunities in terms of employing allied health professionals at higher levels, hence retaining those employees will always be a challenge if no plan or strategy is put into place (Chisholm et al., 2011).

#### **2.7.7 Intention to leave**

It is has been proven that intention to leave is accelerated by absence of a number of factors, but organisational and professional commitment as well as job satisfaction are on top of the list (Barak et al., 2001). Surprisingly there are type of employees whom their goal is to leave even if they are satisfied with their current jobs and their characteristics (Barak et al., 2001)

That is why these two factors are major causes of resignation (Robbins et al., 2009). Availability of other alternative job opportunities is the most predictor of intention to leave (Barak et al., 2001). It has always been difficult for employers to identify causes for intention to leave because most health care workers intend to leave even if they are satisfied with their current positions but only intending to join non-health organisations or assuming non-health positions (Currie and Carr Hill, 2012).

### **2.7.8 Lack of management support**

Management support has a potential of driving employees to resign. Unsupported employees tend to be stressed and feel overwhelmed and therefore consider leaving as the only possible option (Barak et al., 2001). Good leadership plays a bigger role in retaining employees. According to Currie and Carr Hill (2012), the different types of leadership styles have a certain effect on hospitals or facilities' environment. In work environment where there is evidence of autocratic leadership styles who dictates what needs to be done and how it should be done without giving specialists an autonomy to make own decision is likely to destroy employees job satisfaction (Kreitner and Kinicki, 2008). Management with certain leadership calibre is needed to support and promote transformational and relational leadership styles to strengthen health care workers satisfaction, attraction, appointment and retention including enabling and supportive environment (Currie and Carr Hill, 2012).

### **2.7.9 Demand and workplace location**

There is a huge demand for health care professionals and allied workers than the supply, as a result availability of other employment opportunities in public, private and overseas have always prompted these professionals to always try their luck and apply for other positions (Coldwell et al., 2008). The situation is much more evident in the rural areas where health care workers are more mobile and in great demand for government to improve quality of care and treatment (Currie and Carr Hill, 2012). The area in which community health care centres and hospitals are located is one of the problems that cause dissatisfaction and prompt health care workers to seek better employment opportunities in urban areas (Currie and Carr Hill, 2012). Rural health care centres have a responsibility of creating enabling and supportive work environment by exposing health care workers to more learning and developmental opportunities, maintain implementation of self-directed employee training and practices to attract new employees and keep them motivated and eager and stay for long period (Currie and Carr Hill, 2012).

Black South African medical doctors and other allied workers who are born in rural communities have intensive desire to give back to their black and rural communities by working in rural hospitals and clinics after completing studies (Reid et al., 2011). But those desires are lost as and when these professionals progress within their careers. They tend to lose touch with what they had previously believed in and focus more on advancing their careers even if it means abandoning those health care facilities within their places of birth (Reid et al., 2011). This is mainly caused by availability of work opportunities in urban areas which normally means improved living and working conditions (Reid et al., 2011). They even forego rural allowance which is aimed at making rural positions more appealing as compared to urban which clearly proves that economic or financial rewards alone is a not the major motivating factor (Reid et al., 2011).

#### **2.7.10 Lack of infrastructure**

Poor technological infrastructure which is experienced by most health care workers in rural health care facilities lead to poor and ineffective communication between those facilities and those in urban areas including communication with their families (Ebuehi and Campbell, 2011). With the nature of medical care profession, where relief and debriefing by each health care professional is obtained by sharing experiences, learning and supporting each other, poor communication is likely to push those employees who are struggling with communication to resign (Ebuehi and Campbell, 2011). The health care workers in rural areas are also faced with challenges of accessing basic services like water, electricity and roads in the areas where they stay during their employment tenure (Ebuehi and Campbell, 2011). This has caused most health care professionals employed in rural health care facilities to feel insignificant and it is also an inconvenience and pushes them to look for better employment opportunities. This even prevents aspiring and newly graduated health care professionals from even thinking about joining facilities in rural areas (Ebuehi and Campbell, 2011).

#### **2.8 The effects of employee resignation**

Employee resignation affects both the organisation and remaining employees. Loss of organisational knowledge is what most organisations experience when employees resign (Martins and Meyer, 2012). According to Martins and Meyer (2012), knowledge can be retained by determining the type of knowledge to be retained and developing strategies for communication and sharing among employees (Martins and Meyer, 2012). When employees leave, they are likely to share knowledge with competitors. More evidence shows that human

capital exists within an individual as a result it is not easy to transfer from one individual to another. (Lin and Chang, 2005). The effective thing to do is to preserve knowledge by investing in an employee over a longer period of time while making sure that skills and knowledge is transferred to other employees (Lin and Chang, 2005). Developing trust with employees and signing of confidentiality clause during contracting period is another way of enhancing knowledge retention (Martins and Meyer, 2012). Even when employees have resigned, signing of confidentiality clauses or contracts prevent them from sharing previous employer's information as that is bound to be in breach of contracts signed (Martins and Meyer, 2012).

Resignation leads to loss of experience and talent (Yamamoto, 2011). The organisation's knowledge on how to perform certain critical functions, skills and experience all leave with those who resign (Yamamoto, 2011). This negatively affects the success and performance of the organisation because talent is a means to move the organisation to desired future goals (Kyndt et al., 2011). It is a form of strategic tool, as talented employees are valuable and rare to find (Kyndt et al., 2011).

When employees resign, new employees should be hired to fill those vacant positions. This increases organisational short term expenditure as Human Resources divisions have to advertise, hire and train new employees (Yamamoto, 2011). According to (Chisholm, et al., (2011), the costs of replacing staff include acquisition of temporal staffing, advertisement, interview, relocation, orientation and training is very high than implement strategies to retain employees (Chisholm et al., 2011). The costs of replacing allied health workers are slightly higher in rural areas than in urban or metropolitan areas mostly due to interviews, accommodation and relocation costs (Chisholm et al., 2011).

Employee resignation has a negative effect on the execution of new projects and business plans, when key project personnel leave (Nwokocha and Iheriohanma, 2012). When the projects and plans are not executed in accordance with their timelines and plans, the organisations may experience financial losses as they have to review plans, redistribute personnel and even hire new personnel (Nwokocha and Iheriohanma, 2012). In situations like these, organisations experience decrease in production due to lag time and adjustment periods which automatically leads to loss of other business opportunities and are also faced with poor customer relationship management (Chew and Chan, 2008). In global competition, every

organisation is working towards satisfying and keeping existing customers while also trying to penetrate the new markets and gain new customers (Jones and George, 2009). The health care workers are therefore also in a mission to commit to providing quality services better than other facilities and according to guidelines, protocol and patient's satisfaction (Slagle et al., 2012).

Employers who have a high rate of employee turnover struggle to perform and lose market share as a result they are outperformed by their competitors (Felps et al., 2009). Under such strains, leadership and management resort to various cost-cutting methods like retrenchments which eventually causes a lot of insecurity to the remaining employees (Felps et al., 2009). Those remaining employees start to look for jobs externally and eventually resign. When these acts occur, fellow workers automatically join in and look for external employment opportunities (Felps et al., 2009). Employee resignation has the ability to affect quality of work being produced (Sohail et al., 2011).

The evidence presented in the work of Pillay (2009), proved that high levels of resignation has an unfavourable effect on the quality of care that is being provided to patients by nurses (Pillay, 2009). In patients who were not satisfied with the quality of service, there was evidence of decrease in employee morale for the remaining nurses, increase in errors which eventually led to increase death rates among patients where the resignation rate was high and workforces were under-staffed (Pillay, 2009). Excessive resignation is costly and leads to high employee turnover, which in turn have negative implications towards provision of quality services, stability and accessibility of service provided to the communities and patients (Barak et al., 2001).

In rural areas where retention of medical specialists and doctors is a huge problem, staff members who have only been trained to work as community health care officers are sometimes forced to perform functions that are supposed to be performed only by specialists and doctors (Ebuehi and Campbell, 2011). This act put excessive stress to those employees and expose the patients who are seen and treated by these under-qualified health care officers to enormous health risk (Ebuehi and Campbell, 2011). Overall workload to the remaining employees has bad effect on motivation.

## **2.9 Employee retention strategies**

Globalization of markets and growth of international competition has increased mobility of labour and increased the rate of employee resignation (Nwokocha and Iheriohanma, 2012). This has called for continued flexibility in all organisations who want to easily adapt to global changes, to ensure increase in productivity and employee tenure (De Vos and Meganck, 2009). This has caused organisations to always restructure and aspire for maximum performance. Human resource departments are devising strategies to attract, develop and retain best talented employees (Manchester, 2012). This is not easy as the world organisations and employees are diverse (Jones and George, 2009). Diversification in terms of race, gender, cultures, social class, religion, status and many other factors makes it difficult to establish which strategy is best in retaining employees (Jones and George, 2009).

An interesting argument in Robbins, et al., (2009), proved that women are more motivated to get along and also on being able to maintain relations, whilst men are more motivated to excel, shine and getting the tasks and jobs done to get ahead (Robbins et al., 2009). According to World Health Organisation the three broader effective approaches towards retention of health care workers are education, development and regulation; indirect and direct financial remuneration and lastly supervision, management, work environment and societal support (Buykx et al., 2010).

### **2.9.1 Desirable remuneration**

So many strategies have been identified as being powerful and effective in retaining employees, but in most of the studies market related or decent pay has proven to be among one of the best approaches to implement or strengthen to be able to retain employees (Loan-Clarke et al., 2010). In Jayasuriya et al., (2012), desirable pay and organisational policies were identified as some of the factors that make nursing employees to be more satisfied with their jobs. Together with work conditions, pay has been mentioned as the factors that positively influence job satisfaction (Jayasuriya et al., 2012). Even though desirable pay alone is not the only factor, in many studies it has always been among the top motivating factors and cause for making employees want to stay in their current organisations (Masibigiri and Nienaber, 2011). More research still need to be conducted to establish that good salary packages can be used as best and effective retention strategies.

### **2.9.2 Recruitment, selection and talent management**

Recruitment and selection can be described as a process of identifying and hiring the best candidate who is right suited for the job and its requirements, the organizational environment and its culture (Robbins et al., 2009). According to Robbins, et al. (2009, p. 450) the most important and critical decision HR personnel has to make is to effectively select the right people by figuring out the right match between individual's ability, experience, attitude, skills and knowledge and job requirements (Robbins et al., 2009). This is not always easy, and in most cases is not achievable as lot of factors like organization's adherence to recruitment and selection policies, processes used, Government regulations e.g. Employment Equity Act, budget for recruitment and lastly the urgency to fill the position shift the focus of hiring the "best" suited candidates (Robbins et al., 2009). Honesty during recruitment process maintains internal and external reputation of the organisation and ensures appointment of best suited employees (Kavitha et al., 2011).

Creelman, (2004, p.3) defined talent management as a perspective or mind set that presumes talented individuals play a central role in the success of the organization (Creelman, 2004). All organizations' human resource departments have now realized that work does not end after attracting the right talent, but there is a great need to develop different approaches and effective ways to make recruited individuals want to stay with the organization (Jones and George, 2009). Barbara Butterfield, (2008) confirmed that talent management should be seen as a planning tool, similar to workforce planning (Butterfield, 2008). There is strong need for HR to assess the ability of leadership in implementing talent retention strategies (Kavitha et al., 2011). Both HR and leadership should plan on effective ways to address and resolve issues of accountability, engagement, competency development, growth and rewards (Butterfield, 2008). Human resource departments will not be able to do this alone, there is strong need for working in collaboration with organizations leadership and management (Grobler et al., 2011; Booysen, 2007).

Effective recruitment and talent management is an important retention strategy (Coldwell et al., 2008). This kind of strategy ensures the right fit between an organisation and selected employees. Individual values are assessed during recruitment processes and are matched to those of the the organisation (Coldwell et al., 2008). The employees whom their values and expectations match those of the organisation tend to be more satisfied and committed to the organisation and willingly stay long with that organisation (Ellenbecker and Cushman, 2011).

Motivating factors for younger and older health care workers are not the same. While mature and older health care professionals prefer to be valued and to be consulted when even pertinent decisions are made and change is implemented, younger professionals are fully adaptive and accept that the world is changing rapidly (Currie and Carr Hill, 2012). There is an understanding that the management does not have to constantly consult with them when making decisions but have to respond rapidly to changing global needs for organisations to stay relevant and competitive. The younger health care professionals are more flexible and innovative therefore prefer work environments where they are given opportunities to make their own decisions and implement innovative ideas without fear of being reprimanded (Currie and Carr Hill, 2012).

### **2.9.3 Knowledge of the workforce**

The research findings in (Payne et al., 2000) showed that when retention strategies and policies are designed, all factors that contribute towards motivating employees have to be identified. (Payne et al., 2000). This can be achieved by conducting organisational, systems and individual assessment (Munsamy and Venter, 2009). The findings of the assessment will provide exact factors of motivation for the whole work force (Munsamy and Venter, 2009). Strategies formulated based on the outcomes of the assessment are guaranteed to address the core problems and individual needs of the employees and will enhance retention (Ratna and Chawla, 2012a).

The contracts drawn between employees and organisations should be respected and all conditions should be met (Payne et al., 2000). Adherence to and providing according contractual agreements positively influence employees to commit to their work and to their organisations for a longer period of time (Payne et al., 2000).

Most studies have proved that age also is one of the factors of motivation as younger health care professionals have moderate job satisfaction when compared to older health care professionals who have higher job satisfaction intensity (Blaauw et al., 2013). Organisations and management who know their workforce are able to implement innovative and effective retention strategies to try and increase motivation and satisfaction of younger employees about their jobs. (Payne et al., 2000). Knowledge of the workforce allows for implementation and application of relevant strategies which are able to address and provide for each an every



employees' needs with regard to their age, education and status level, diversity, religion and many other elements (Ratna and Chawla, 2012a).

#### **2.9.4 Succession planning**

Succession planning is the process whereby certain internal individual/s within an organisations are identified, developed, trained, groomed and mentored for key and critical positions (Robbins et al., 2009). In the events where those positions become vacant, the identified individual/s are automatically appointed or promoted to those positions (Jones and George, 2009). This is normally believed to be one of the strategies that retain employees (Munsamy and Venter, 2009). This strategy not only retain employees, it also restores continuity and motivate internal employees to work hard to be recognised and identified to be groomed and mentored (Robbins et al., 2009). Succession planning is also known to be a strategy that reduces recruitment costs as employees are identified and promoted internally (Manchester, 2012).

#### **2.9.5 Promotion**

Promotion of internal staff to senior positions is one of the strategies that has proven to keep employees working in their organisations for too long (Lin and Chang, 2005). According to Lin and Chang (2005), promotion entails acceptance of new and challenging responsibilities which requires higher level of skills (Lin and Chang, 2005). Employees who are learning-oriented view promotion as an opportunity for development and growth (Lin and Chang, 2005). Promotion not only improve capabilities and competencies, it also provides promoted employees with an increase in salary packages (Lin and Chang, 2005). If employees know that there are probable opportunities for promotions, they work hard in order to be noticed and be in the next line for promotion as a result looking for alternative employment opportunities becomes the last thing in their minds (Munsamy and Venter, 2009).

#### **2.9.6 Job Security**

The increase in the number of retrenchments in private sectors worldwide have contributed to employees seeking secure employment from government departments and reputable international organisations (Pillay, 2009). The findings in Pillay (2009) demonstrated that provision of employment permanency, competitive salary and benefits in both public and private sector are one of the effective employee retention strategies (Pillay, 2009).

### **2.9.7 Management style and management of resignation**

Employees appreciate to be valued and rewarded for good and remarkable performance (Buykx et al., 2010). It is the responsibility of management to create supportive and enabling work environment that promotes, recognises and rewards best performance and behaviour (Buykx et al., 2010). As mentioned previously, rewards do not have to be costly and be in a financial form, but creativity is required from management's side to come up with non-financial and effective rewards and strategies. Secondly, approaches used by organisations and management in handling resignations is important in terms of mitigating the impact resignations have to the remaining employees (Hasan et al., 2011). If the resignations are not managed properly, the act of resigning by one employee can also trigger another employee to want to resign even if that employee is satisfied with the current position and employer (Hasan et al., 2011).

### **2.9.8 Flexible work hours**

More women are now entering the workplaces and many local South African graduates are weighing local in comparison to international job opportunities (Robbins et al., 2009). Flexible working hours have become one important differentiator for companies to offer to its new employees and is now considered as one of the effective retention strategies (Robbins et al., 2009). Findings in Loan-Clarke et al., (2009) proved that flexible working hours was one of the reasons for allied health professionals to prefer to stay in their current positions (Loan-Clarke et al., 2010). Even though there has been improvement in provision of flexible work hours, the fact remains that most organisations still view profitability as more important than quality of home life (Booyesen, 2007).

### **2.9.9 Training and development**

Training builds confidence in employees such that they are able to do their work better and efficiently as their skills and competencies have been strengthened (Kavitha et al., 2011). It also build trust between employees and their organisations as employees value and recognise the investment committed towards them (Kavitha et al., 2011). Not only does this strategy creates enabling environment, it also leads to increased loyalty and retention (Kavitha et al., 2011). Most employees' goals are to develop, learn to acquire new skills and knowledge so that they can be able to prosper in their careers, that is why most of the studies have proved that training is one of the relevant and effective strategies to implement in keeping employees motivated and retained in their employment (Currie and Carr Hill, 2012; Reid et al., 2011).

## **2.10 Additional retention strategies**

An organisational environment where shared decision making and governance is promoted and practiced, employees' autonomy is increased, employees are retained, ownership and accountability is restored which in turn enhances empowerment (Ellenbecker and Cushman, 2011).

Respect and dignity shown by managers towards employees has a way of making employees feel important and valued (Kavitha et al., 2011). Respect can be shown by recognising excellent work, promoting and encouraging innovation and also by providing monetary and non-monetary rewards for good performance (Kavitha et al., 2011). This is an effective and efficient strategy because it does not always require financial input from the organisations but bears good results as it can retain hard working employees (Kavitha et al., 2011). Workforces that promote flexibility and implement family friendly initiatives that balance work and life demands by providing services like onsite creches, wellnesses, homework centres were able to retain female health care workers for long. This is because about 44% of nurses resign due to family commitments (Currie and Carr Hill, 2012).

Paying for employee's studies including offering loans in exchange for entering into contractual obligations that prevent employees from leaving for certain duration or until they have repaid their loans to respective organisations can also be used as one of the retention strategies (Buykx et al., 2010). Although this is not a long term strategy and is not guaranteed to keep employees after the contractual agreement has come to an end, this strategy is guaranteed to keep employees within their organisations for a reasonable and known duration of time as a result it allows for effective planning (Buykx et al., 2010).

Provision of adequate and required resources, equipment and infrastructure by management to employees for them to be able to perform out their functions and responsibilities successfully is regarded as of the effective retention strategies (Buykx et al., 2010). Unlike in other professions, successful performance and delivery of clinical or medical services is measured by being able to provide quality service, perform successful procedures and cure patients (Buykx et al., 2010). This can only happen if there are adequate resources and equipment. More often if health care workers are not able to successfully carry out their duties, they become de-motivated and dissatisfied and that activates reasons to look for other

employment opportunities where they will be able to carry out their meaningful responsibilities (Buykx et al., 2010).

## **2.11 Summary**

The retention of health care workers including allied health workers has become a strategic issue. All private and government health organisations including policy makers, researchers and communities have embraced the need for devising and implementing strategies to retain employees for a longer period of time. Even though there is limited available research on why allied health professionals leave their current organisations, excessive workload, work pressures and inadequate career progression have been identified as some of the major problems that accelerate resignations (Loan-Clarke et al., 2010). There is no one strategy towards ensuring long term retention of employees in their organisations as many factors leading to job satisfaction and motivation varies from individual employee to another and changes over time. The problems that lead to resignation are many and they also change overtime. It is the responsibility of the organisation to ensure that the problems and challenges are eliminated and addressed. Elements that activate and trigger the urge to leave should be addressed continuously. The organisations should view investments towards retention as value for money because if resignations are not minimised and maintained effectively, the organisations are bound to suffer huge losses like financial, low productivity or poor quality service and many other aspects of the organisation. The next chapter will take us through the methods used to conduct research and gather data in the three hospitals under Department of Health – UMkhanyakude district on why health care professionals and allied workers resign.



## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The review of literature proved that all employers are struggling worldwide to retain employees. This challenge is much predominant within the health sector where the demand for allied workers and qualified health care workers is higher than the supply. The employers in this sector have embarked on various strategies trying to retain employees for longer. It is evident that not similar strategies are guaranteed to work, but it is the responsibility of employers to ensure that problems and factors that accelerate resignations are identified and resolved. In this chapter the research aim and the five objectives of the study are described. The research methodology and approach that has been used to conduct research including the reasons for choosing that methodology will be explained. The detailed outline of research design, instruments, study population, sampling methods and data collection strategies will be described. It is the basis of this chapter that will allow for thorough analysis of data to be able to come up with findings, discussions and recommendations in the next coming chapters.

#### **3.2 Research question, aim and objectives**

Research is conducted to answer questions or provide solutions to identified problems and challenges (Alvesson and Sandberg, 2011). It is a statement that has the ability to introduce the major problem which is addressed in the research project (Sekaran and Bougie, 2009). According to Alvesson and Sandberg (2009), more researchers generate research questions through problematisation. This has become more popular as most researchers are striving to arrive to these questions by identifying gaps in the existing literature and concepts, rather than challenging the assumptions which are fundamental to the existing theories (Alvesson and Sandberg, 2011).

The research aim is a statement which formally specifies what the study intends to accomplish (Alvesson and Sandberg, 2011).

The objectives are precise and detailed subjects that are to be examined, studied or observed. The research objectives have to be straight to the point and address one issue or content. Most researchers advise against using double barrel objectives (Alvesson and Sandberg, 2011).

### **3.2.1 Research aim**

The aim of this research is to identify strategies that can be adopted by Department of Health – uMkhanyakude district to retain employees.

By finding out factors and problems that drive employees to resign, the strategies that can make employees stay at uMkhanyakude district will be recommended.

### **3.2.2 Research objectives**

The objectives of the study are:

- To identify the perceived problems that drive employees to resign at Department of Health - uMkhanyakude District.
- To identify motivating factors for the employees to stay at Department of Health - uMkhanyakude District.
- To ascertain the effects of employee resignation at Department of Health - uMkhanyakude District.
- To determine retention strategies which are perceived to be reducing employee resignation.
- To establish the effectiveness of the retention strategy at Department of Health – uMkhanyakude.

## **3.3 Research methodology and design**

Research is a structured and systematic scientific investigation of a problem, situation and / or data which is done in an objective manner aimed at answering certain questions and finding solutions to certain problems (Sekaran and Bougie, 2009). Research findings and information allow organisations to make sound and informed decisions as these are based on factual evidence (Sekaran and Bougie, 2009).

### **3.3.1 Research methodology**

Research methodology is a plan that depicts a model and framework within which the research is to be conducted (Wahyuni, 2012). This plan consist of fundamental philosophies and attitudes which drive the researchers into choosing a certain type of research method over many others (Wahyuni, 2012). This is a very important decision to make as the success of the research is dependent on the method or methods used. The research method comprises of a

manner, certain explicit measures, tools and approaches that are used to collect, analyse and interpret data (Wahyuni, 2012). This descriptive study was undertaken to be able to determine the factors that can motivate employees to stay with Department of Health - uMkhanyakude District. Descriptive studies are undertaken to describe to the researcher, the characteristics of the variables of interest in a situation (Sekaran and Bougie, 2009).

Ethics is a very critical aspect in research. It refers to a code of conduct, probable and accepted behaviour when conducting research (Sekaran and Bougie, 2009).

The manner in which this study was conducted was ethical. All correct procedures were followed, and ethical clearance approval was obtained from University of KwaZulu Natal, KwaZulu Natal Department of Health Ethical Committees and also from UMkhanyakude district prior conducting research. This research was conducted to serve the interest of the Department of Health in UMkhanyakude district and for completion of MBA degree.

### **3.3.2 Research design**

The guidelines that direct the process of collecting, organising and analysing data are called research design (Srikanth and Doddamani, 2013). Research design is an essential factor in connecting research methodology and relevant techniques for the researchers to be able to address questions to be answered by the research (Wahyuni, 2012). That is why the design has to be aligned to the questions and purpose of the research as these provide important indications on the matter that is being investigated. Applied research is designed and conducted with an aim of applying research findings and recommendations to address specific challenges that are currently facing an organisation (Sekaran and Bougie, 2009).

This research was conducted to address one of the major challenges faced by the Department of Health in retaining health care and allied workers. This is one of the activities outlined in the strategic plans for the Department of Health – UMkhanyakude district and Provincial office. The quantitative methodology was used as data was gathered through usage of a structured questionnaire which comprised of structured questions where participants had to choose from fixed predetermined answers. The decision to use quantitative methodology was based on the fact that quantitative results have improved and are now more positive and reliable than they were years ago (Barnham, 2010).



**Table 3.3.2.1 Comparison between quantitative and qualitative methodologies**

No	Quantitative methodology	Qualitative methodology
1	Structured interviews and questions, Questionnaires, Surveys	Focus groups, unstructured interviews
2	Predetermined answers	Open ended questions without answers
3	Documents or records reviewed for numeric information	Documents reviewed for categories of themes
4	Data analyse using statistical tests	No statistical test is used for data analysis
5	More time is invested by the researcher in planning trying to come up with fixed questions and responses	Less time is invested by the researcher in planning as questions are left open ended and responses have to come from respondents
6	Less time is committed by the researcher later, as the analysis is done and simplified easier by the instrument used	More time is committed by the researcher later as there is a great requirement for thorough analysis and comprehending responses by participants
7	Validity and reliability is dependent on the instrument used	Validity and reliability is dependent on the skills and capabilities of the researcher

*Source: Sekaran and Bougie, 2009, Research methods for business: A Skill Building Approach, 5<sup>th</sup> ed. Wiley, West Sussex*

Table 3.3.2.1 above shows comparisons between quantitative and qualitative research methods. The information with regards to the two methodologies in the table is sufficient to illustrate that the employee retention study conducted in Department of Health – uMkhanyakude district was conducted using quantitative methodology.

All the information or statements under quantitative methodology shows that this was a quantitative study (Sekaran and Bougie, 2009).

### **3.4 Participants and study location**

After the research question, aim, objectives have been established and research methodology designed and completed, the next significant step is to identify the location or setting of the study (O'Brien et al., 2009). The other next activity is to identify appropriate people, groups or organisations that will be participating in the study. These activities pave the way for effective data collection. Organisational research is mostly conducted within work environment in noncontrived setting while employees continue with their normal work (Sekaran and Bougie, 2009). Other studies like field studies are conducted in contrived environment like laboratories (Sekaran and Bougie, 2009). Most of these studies are correlational in nature and are conducted to establish cause and effect relationship. It is in these kinds of studies where you find that researchers are planning on manipulating some of the variables (Sekaran and Bougie, 2009).

#### **3.4.1 Location**

This study was conducted at Department of Health in UMkhanyakude district. The three hospitals out of a total list of five obtained from the district were randomly selected to be part of the study. The selected hospitals were KwaHlabisa, Bethesda and Mseleni, using method of picking the first, third and fifth. The study was physically conducted in a normal work environment as there was no intention to manipulate any of the variables. The questionnaire was sent to participants electronically, as a result there was an option to complete the questionnaire right there in their work environment. There was also an option of taking laptops home and complete the questionnaire at home. This was dependent on having access to internet and e-mail. This was to allow participants to complete the questionnaires in their home environments, during their own time or elsewhere comfortable. Other participants were given questionnaires during management meetings, and were asked to complete questionnaires manually during tea and lunch breaks or at their own time. This is believed to release participants from feeling pressured and forced to participate (Barnham, 2010).

#### **3.4.2 Participants**

Participants are targeted elements recruited and invited from the selected population to participate in a study. In this study, participants were individual health care workers and allied workers who were current members of management i.e. senior, middle and operational management, general doctors, specialist doctors, senior nurses. According to Sekaran and Bougie (2009) these participants can be referred to as unit of analysis because data was

collected from each of these individuals. These individuals were selected from the following three hospitals: KwaHlabisa; Bethesda and Mseleni. One and the same questionnaire was used to collect data since the selected individuals were all employees of Department of Health in UMkhanyakude.

### **3.5 Sampling**

Sampling is a method used to choose items from the population in such a way that the sample characteristics can be generalised to that entire population (Sekaran and Bougie, 2009). It is a practice of pulling out sufficient number of subsets from an overall population with the purpose of finding out its characteristics (Dura and Driga, 2011). In other words, it is a technique that is used to select the right and appropriate participants in which to collect data for a study. Since Department of Health in UMkhanyakude has five hospitals or sub-districts, choosing these three hospitals to participate in the research made it possible to make generalisations about employee retention in the entire district. Sampling plays a major role to the success of the research and its objectives (Dura and Nita, 2011). Unlike in previous years, it has now become manageable, cost effective and time saving to conduct research within a selective and contained group than in the whole population (Dura and Nita, 2011). It has made possibilities for those selected groups to use and implement the findings and recommendations of the research as they are solving real organisational problems.

Sampling instils self-confidence to the one conducting research. It also has a huge potential of producing more reliable results as it eliminates or decrease all possible factors that are believed to be causing more errors (Sekaran and Bougie, 2009). These include things like fatigue, time, excessive costs in collecting data and many other factors.

In Sekaran and Bougie (2009) the key steps in sampling are understood to include:

- Defining population
- Determining sample structure
- Determining sampling design
- Determining appropriate sample size
- Implementing the sample process

According to Brick (2011), the following components are crucial to survey sampling as they look into the issue of coverage of population, missing data, authenticity and many other factors:

- Sample selection
- Data collection
- Estimation

In this study, a questionnaire was used, and an effort was made to ensure that the whole targeted population was reached. Authentication was ensured by sending questionnaire to the targeted individuals through e-mail. This was done by sending an e-mail with a survey link attached for the participants to complete the survey.

### **3.5.1 Sampling design**

Representativeness and generalizability can be achieved by choosing and using the appropriate sampling design and size (Sekaran and Bougie, 2009). Large sample size alone cannot allow for finding to be generalised to the population. There has to be adequate level of accuracy and sureness in the sampling design being able to meet research objectives (O'Brien et al., 2009) (Sekaran and Bougie, 2009).

The two categories of sampling methods are probability and nonprobability sampling (Dura and Nita, 2011) Probability sampling is also called simple random sampling (Sekaran and Bougie, 2009). Unlike in nonprobability sampling, in probability sampling methods all the elements in the selected population have an opportunity of being selected. This means they have a positive probability of being part of the sample (Brick, 2010). All the elements have a known chance of being selected (Sekaran and Bougie, 2009). That chance is greater than zero. In Brick (2011), it is argued that a probability sample that has a low rate of responses can in fact be classified as nonprobability.

According to Vaitkevicius and Kazokiene (2013), it is advisable for the researchers to ensure that the selected methods of sampling and design are done in a way that meet the following criteria to ensure quality:

- Representativeness
- Objectivity

- Reliability or consistency
- Efficiency
- Validity
- Utility

(Vaitkevicius and Kazokiene, 2013).

As much as probability sampling is widely preferred and used worldwide, it is slowly becoming not so popular due to increasing costs of collecting data, losses that are experienced due to non-coverage and few responses (Brick, 2010).

In the study conducted at Department of Health – uMkhanyakude, all employees of Department of Health in UMkhanyakude had an opportunity to participate in the study. All five hospitals in the list had an equal opportunity to be amongst the three that were selected because the final three were randomly selected. The population was then stratified and divided into meaningful and non-overlapping subclasses (O'Brien et al., 2009). The group selected was health care professionals and allied workers who were in senior, middle or operational management and were general doctors or specialists.

The probability method which is simple random sampling was used to conduct this study. This is because all staff members in the selected subgroup had an equal opportunity of being selected. They were all give a questionnaire to complete electronically and in person during meetings. This method was used because it allowed for generalizability of the findings in UMkhanyakude. It also ensured that all relevant elements in the group were considered as they are significant and appropriate for the study context. It was an efficient method to implement and it provided more information for a given sample size (Sekaran and Bougie, 2009).

The advantages of probability sampling are that it allowed for probable calculation of sampling error. It also provided for higher value of information that was generalized through reasonable inference (Dura and Driga, 2011). There was no need of collecting data from all department of health' employees in all five hospitals in UMkhanyakude to be able to establish a general rule and make inferences for the whole population. The selected three hospitals were enough (Dura and Driga, 2011).

### **3.5.2 Population**

Population can be described as the whole entire group of individuals, organisations, things, occurrence which the researcher is interested to investigate, examine or observe (Dura and Driga, 2011). This is a targeted group which can be demarcated in terms of elements, geographical boundaries and period (Sekaran and Bougie, 2009). In this research it would have been ideal to conduct the study within the five hospitals of Department of Health uMkhanyakude. But due to practicability, time, financial and human resources cost factors, the decision was made to target only three hospitals. Health care professionals and allied workers who are either in leadership, senior, middle and operational management were selected. In other words research evolvement, improvements and changes have called for selective, practical and cost effective ways of narrowing down population sizes when research is being conducted (O'Brien et al., 2009). The size, representation and coverage should be large enough to make it possible for generalisation as the selected population and sampling methods should be appropriate representation of the whole population (Qiu et al., 2012).

As mentioned earlier, the population for this study comprised of three hospitals which were sampled from the total list of five that falls within uMkhanyakude. The three selected and participating hospitals had a total population of **130** of the targeted stratified group. The population selected consists of employees who possess scarce and priority skills. The senior management, middle management, operational management and specialist doctors and nurses were targeted to participate and take part in the study.

### **3.5.3 Sampling size**

Sample size is a representation of the elements from where the information and data will be collected (Dura and Nita, 2011). Determining sampling size for quantitative research should take into consideration the level of confidence, maximum number of allowable errors provided for the results, the spread of the analysed characteristics at collection level (Dura and Nita, 2011). There is a need to also consider objectives of the research, confidence interval, amount of inconsistency and variability in the population, constraints with regards to cost and time and sometimes size of the population (Sekaran and Bougie, 2009). The bigger the sample size the less sampling error hence the better the results and easier for the researcher to make interpretations (Dura and Nita, 2011).

Based on the findings by most researchers, time given to complete the study and non-availability of other financial and human resources to conduct this research, a sample of **97** employees from the selected group was expected to respond. This is in line with the generalised scientific guideline for sample sizes and decisions (Sekaran and Bougie, 2009). Roscoe (1975, cited in Sekaran and Bougie 2009) proposed that sample sizes which are greater than 30 and less than 500 is appropriate and accepted for most research.

Responses from the respondents will be a representation of Department of Health in UMkhanyakude district only and not a generalisation of the Department of Health in KwaZulu Natal province.

### **3.6 Recruitment of participants**

Recruitment of research participants entails choosing the participants or sample from the targeted population. Recruitment of participants should be done objectively to ensure that principles of sampling are not compromised. The recruitment should be based on participant's ability to contribute to elements of the theory (O'Brien et al., 2009). Researchers are cautioned that recruitment of participants with diverse background is likely to lead to challenges with regard to grouping questions as experiences of the participants might differ (Gregg et al., 2013).

The participants in the three selected hospitals were recruited by obtaining the e-mail address of the targeted group. The e-mail inviting the participants to participate in the study was sent with the survey link attached. Hard copies of the questionnaire were given to the targeted employees during the meetings.

### **3.7 Data collection strategies**

Data is collected to make recommendations, establish why things happen the way they do, to establish correlation and to make decisions. Data is obtained from primary or secondary source. Primary data is first-hand information that is directly obtained by the researcher from individuals, questionnaires administered on the internet, focus groups and panels or respondents and unobtrusive sources. Secondary data is obtained from already existing sources like reviewing literature or published and un-published work of other researchers,

data published in statistical and other journals, organisational records, archived records, government publications, websites and many other sources (Sekaran and Bougie, 2009).

Data can be collected using various forms and techniques. The most used data collection methods are administering a questionnaire by a researcher, conducting face to face interviews and observation of participants without videotaping (O'Brien et al., 2009) (Sekaran and Bougie, 2009). Other methods that can be used for data collection include:

- Telephonic interviews
- Computer assisted interviews like through Skype
- Interviews through electronic media
- Questionnaires administered by participants themselves
- Questionnaires administered electronically on the internet or sent through e-mail
- Observation of participants while videotaping, audio recording
- Project tests or essays

Chapter two of this study is literature review which comprehensively reviews, analyse and document the work of other researchers around retention of employees. This is a form of secondary data.

Survey sampling has become a very popular, accepted and commonly used method for collecting data (Brick, 2011). It is an easy method to use and manage.

A survey can be captured on line and the participants can be directed to the website. It can also be sent through e-mail and the link that is directing participants can be attached. Internet survey data has proven not to be affected by respondents who are not serious or those who repeat completing surveys. It is believed that internet surveys can breed accurate and honest results when repeated users are identified during data clean-up. Face to face administration of questionnaires is still the most accurate. (Miller et al., 2010)

For the purposes of this study, only one questionnaire was developed and used to collect data. An e-mail with a link to the questionnaire was sent to targeted elements and also during meetings after the approval of ethical clearance by the ethical committees at University of



KwaZulu Natal and provincial Department of Health. An effort was made to hand deliver the questionnaire to these targeted individuals during various meetings. To ensure that individuals were not completing the questionnaire twice, they were all asked to only complete the questionnaire if they had not already completed the electronic survey (Duchac and Amoruso, 2012).

Sending questionnaire by e-mail was an easiest and cheapest method to use. This method also ensured authenticity and reliability as e-mail addresses of targeted individuals were utilised (Duchac and Amoruso, 2012). Hand delivering questionnaires during the meetings also maintained the factor of authenticity as it is only the targeted individuals who attended these management meetings (Duchac and Amoruso, 2012). This method ensured authenticity and confidentiality of the respondents. Data collection cost is a factor that most researchers assess when determining on the sampling methods and sample sizes to use (Brick, 2010). According to Brick (2010) researchers always try to find cheaper approaches to data collection.

Quantitative questionnaire was used. The reason was that quantitative questionnaire has the ability to reproduce participants' social opinion instead of a personal one. This is due to the fact that quantitative questionnaire is more comprehensive with a wide range of researched and encompassing answers. The quantitative questionnaire therefore has capabilities of limiting respondents' tendencies of wanting to talk about issues which directly concern them. They are able to recognise wide-ranging societal stimuli and social environmental factors (Vaitkevicius and Kazokiene, 2013).

### **3.8 Questionnaire design**

Questionnaire is one of the instruments used for data collection (Sekaran and Bougie, 2009). It is a tool that is guaranteed to make a study to be a success if constructed appropriately and failure if constructed poorly. This is because the type of questions and the manner in which the questions are formulated and asked have a huge factor in shaping the nature of answers given by participants (Gregg et al., 2013). The questionnaire has a way of drawing the interest of the participants towards participating in the research.

The questionnaire used to collect data for this study comprised of unbiased questions that was structured in accordance with wording the principles and measurement. Questions were relevant to the research. They were not leading and loaded as a result built-in assumptions were avoided. This assisted in preventing respondents from choosing from biased responses (Tousignant-Laflamme et al., 2013). The wording principles that were adhered to are:

- The content of questions was appropriate to research aim and objectives. No double barrel questions were asked
- The sequencing of questions was proper and according to the objectives of the research.
- The types of questions were easy to understand not ambiguous
- The language used was English and it is understood by all of the targeted participants.
- Data was classified accordingly, demographical and personal information as asked in the beginning
- The type and form of questions asked were simple and not long, this includes the predetermined answers

A good introduction was the first part of the questionnaire. This part introduced the researcher's identity, the aim of the researcher, the research objectives and also clarifies that the participants are completing this research on their willingly and voluntarily (Sekaran and Bougie, 2009). The aim was to show the participants how the research is going to benefit both the researcher, themselves and the organisation as there was no ambiguity

A variety of appropriate and relevant scaling, rating and measurement methods were used to gather participants' responses. This is a very crucial element in ensuring that during data analysis, the researcher is able to categorise, classify and code data to assess validity and reliability (Kimura et al., 2011).

Five point likert scale was used for most of the questions. The intention was to assess how strongly participants agree or disagree with the statements that were given to them. Another scale in 6.3 was used to establish if the retention strategies were to be implemented, improved or was successful. In these question participants had to make a rating by choosing one answers

The numbering of a questionnaire was aligned to the objectives of the study. The sequencing of questions was flowing smoothly and inter-linked where it was necessary. The instructions and guidance on what the questions were trying to assess, how the participants should answer and choose their responses was clearly outlined. This is always an excellent thing to do when the questionnaire is captured on the web or is sent through e-mail and is to be administered by respondents (Vaitkevicius and Kazokiene, 2013).

There are other various elements to consider when designing a questionnaire. These include things like the length, language used, and type of questions. Long questionnaire are probable to show discourage participants from completing the questionnaire. When exposed to long questionnaires, respondents start the questions and leave it incomplete. Responses to a long questionnaire are also likely to demonstrate a perfectionist behaviour rather than a realistic one (Vaitkevicius and Kazokiene, 2013). All the elements mentioned above were considered when designing the questionnaire to conduct the study on employee retention at Department of Health in UMkhanyakude.

The questionnaire was accompanied by informed consent form. The informed consent was designed to explain to employees what the research is, to clarify that participation in the research is voluntary. It was also meant to provide assurance that respondents' identity was not going to be compromised as there wasn't going to be sharing of participants' details or information with third parties. An assurance was made that the use of this questionnaire was going to present valid, reliable and unbiased estimate.

### **3.9 Pretesting and validation**

Questionnaire should be tested before it is sent to the respondents for completion. This is normally done to ensure that there is no vagueness and the questions are well understood by the respondents. Pretesting allows for evaluation of the appropriateness of the questionnaire (Duchac and Amoruso, 2012).

The questionnaire was first sent to the Supervisor for comments and approval. After that it was sent to the University of KwaZulu Natal's ethical committee for final approval.

The recommendations from Ethics Committee suggested that following few errors had to be rectified before ethical clearance approval was given:

- Question 1.2
- Question 1.8 had to be done vertically
- Question 1.9 had to be written horizontally

All the identified errors were rectified and the form was re-sent for final approval. After the approval to continue with data collection was granted, the form was sent to a group of few people for testing. The aim was to test if there were no glitches when the form was completed. It was also to test if the instructions were clear and the questions were understood when completing the form on line and manually. All was in order and the form was captured and understood from start to finish. After the completion of the form I was able to get the completed form back from QuestionPro.

### **3.10 Administering questionnaire**

Administering a questionnaire is easy and inexpensive than other modes of data collection. All identified respondents had access to e-mail. Even though they were willing to participate in the study, the response rate was slow and there were other questionnaires that were dropped while they were not fully completed.

The fact that in quantitative research responses are pre-determined; there is no longer a need for a researcher to be present and supervise completion of questionnaires. The key was to make sure that the questionnaire and its questions were simple and straight forward. Instructions on how to complete the questionnaire were clearly defined. Administration and completion of questionnaires by participants gave respondents freedom to participate. The inconvenience was reduced, sense of responsibility was increased, and confidence was built. All this had positive effects to the respondent's state of mind and mood (Barnham, 2010).

The questionnaire used to conduct the employee retention study was constructed in Microsoft word and was printed as a hard copy. It was also captured as an electronic survey in QuestionPro. An e-mail with a survey link was sent to the respondents. Respondents were also given a questionnaire face to face during the meetings. In both these occasions, the respondents were administering the questionnaire themselves.

### **3.11 Data analysis**

When the collection of data is completed the next phase is analysis of data (O'Brien et al., 2009). Data is analysed to check validity and rigour to be able to test the hypothesis or make assumptions (O'Brien et al., 2009).

In quantitative research, one has to assign the number to the participant's responses. This is called data coding and it enables entering of data to the database (Sekaran and Bougie, 2009).

Two methods of collecting data were used in this research i.e. web based questionnaire and questionnaires that were given face to face. This means coding was partially done as some of the responses were stored electronically in QuestionPro. The questionnaires that were collected manually during meetings were also captured and entered into QuestionPro.

After all questionnaires were entered into QuestionPro, the editing was done. It was easy to establish the total number of questionnaires that were captured, completed and drop outs. The data was exported from QuestionPro to SPSS. The analysis of data was done using SPSS statistical software. Various forms statistical techniques were used to summarise data, find patterns and to make data more meaningful to understand some interrelationships. Cross tabulation technique was used to study relationships between various normal and or various ordinal variables. Pie charts and bar graphs were also used to measure associations between different variables. Regression analysis was also used to try and find a line that was going to maximize predictions and minimize residuals between other variables e.g. competitive salary and duration within Department of Health. Cronbach's Coefficient Alpha was used to test reliability and a coefficient of 0.934 was obtained which proved that the questionnaire was valid and reliable.

### **3.12 Summary**

The comprehensive summary of the research methodology used in this study is discussed in this chapter. This includes the study design, sampling methods, sample size, selection of respondents and data collection techniques. It has been discussed why the decisions on choosing these methods were undertaken. The next chapter will present and discuss the results obtained from the participants' responses.

## CHAPTER 4

### RESULTS PRESENTATION AND DISCUSSION

#### 4.1 Introduction

Chapter three discussed the methodology that was used to collect and collate data. In this chapter the presentation and analysis of data will be done. The presentation and analysis will be done in-line with the structure of the questionnaire. Various presentation which includes graphs, tables and figures have been used to present data.

#### 4.2 Analysis of reliability

The validity and reliability of results is critical for the researcher to be able to use the results with confidence. Cronbach's Coefficient Alpha was used to test reliability. The questionnaire used to collect data had 6 sections. Section 1 consisted of ten questions asking demographic and general information, section 2 consisted of two questions asking respondents about perceived problems that drive employees to resign, section 3 had 2 questions which asked about factors that motivate employees to stay in uMkhanyakude district, section 4 had 1 question which asked respondents about effects of resignation, section 5 had three questions which asked respondents about retention strategies that are perceived to be reducing employee resignation and the last section (6) comprised of three questions which asked about effectiveness of the retention strategies in Department of Health – UMkhanyakude district. Most of the questions were Likert style rating scales.

**Table 4.2.1 Reliability Statistics**

<b>Cronbach's Alpha</b>	<b>Cronbach's Alpha Based on Standardized Items</b>	<b>Number of Items</b>
.934	.942	107

In Table 4.2.1 it is illustrated that coefficient of 0.934 was obtained which is an indication that the questionnaire was valid and reliable as the acceptable value of alpha should be between 0.7 and 0.9 (Bryman and Bell, 2011).

### 4.3 Overview of the results



Figure 4.3.1 Completion and dropout

	Count	Completed / Started	Completed / Viewed	Started / Viewed
<b>Completed</b>	99	90.83%	79.20%	
<b>Started</b>	109			87.20%
<b>Viewed</b>	125			

Table 4.3.1 Completion, started, viewed

The Table 4.3.1 and Figure 4.3.1 above shows that 125 questionnaires were viewed but only 109 employees started but only 99 respondents started and completed the questionnaire. The number that started and completed made up 90.83%. This includes the respondents who completed the questionnaire electronically including those who completed the questionnaire manually but all the responses were captured into Question Pro.

### 4.4 Demographical information

Demographic information will show the analysis and presentation of data in terms of gender, age, race, qualifications they each possess, positions they occupy at work including the number of years they have been employed within the department of health and within the current positions.

#### 4.4.1 Gender of the respondents

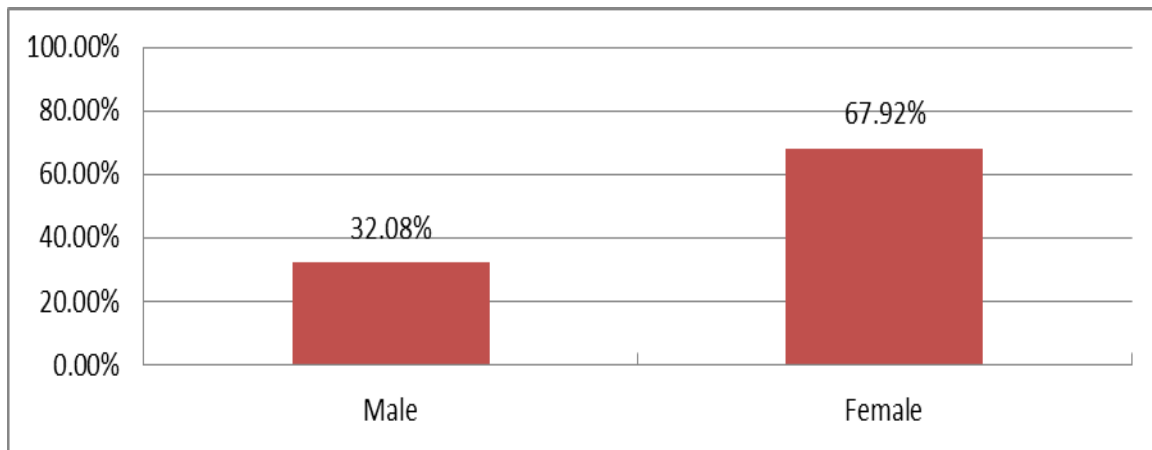


Figure 4.4.1 1: Respondent's gender

Figure 4.4.1, illustrated that the majority of the respondents were female as this is 67.92% percentage when compared to 32.08% of the male respondents.

#### 4.4.2 Age of the respondents

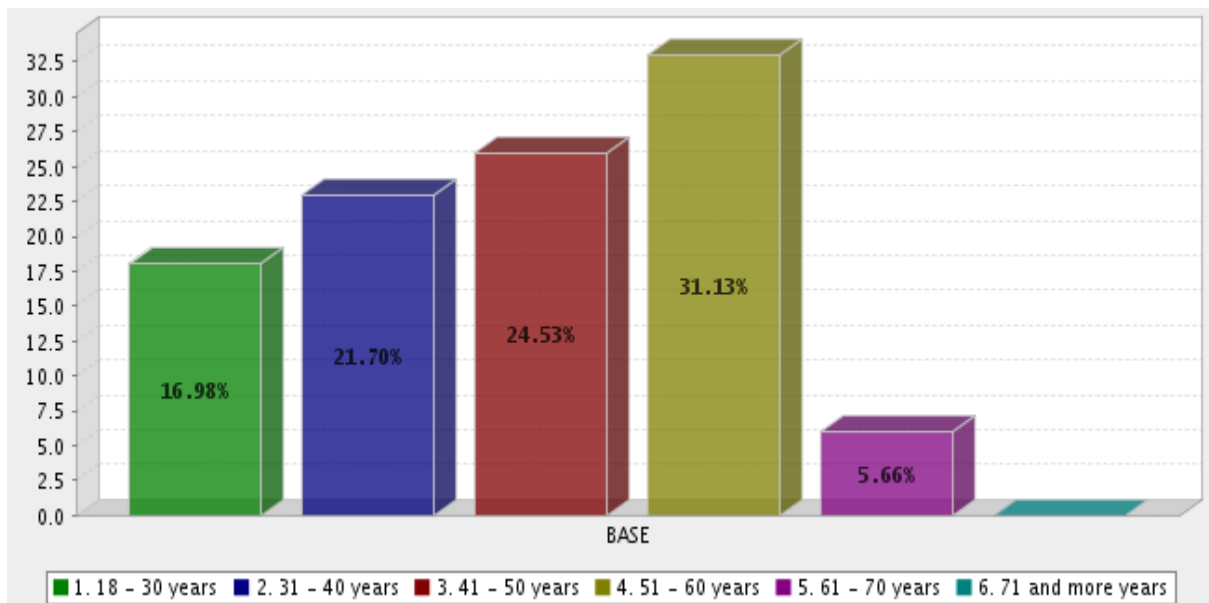


Figure 4.4.2 Respondents' age

31.13% of the subjects were between the ages 51-60 years, 24.53% were between ages 41-50 years, and 21.70% were between 31- 40 years. 16.98% were between ages 18-30 years while a smaller percentage (5.66%) were between the ages 61 – 70 years while none was between the ages of 71 or more years as this showed 0.0%.



It has not been easy to identify factors that drive older employees to leave due to the fact that not much research has been conducted to prove this. This has also been made worse by the excessive representation of older registered nurses and doctors in all occupation categories within the organisations (Armstrong-Stassen and Ursel, 2009).

#### 4.4.3 Race of the respondents

<b>Race</b>	<b>Percentage</b>
Black South African	92.45%
Indian South African	1.89%
Coloured South African	0.00%
White South African	4.72%
Not South African	0.94%
<b>Total</b>	<b>100%</b>

Table 4.4.3 Respondents distribution by race

The data in Table 4.4.3 showed the race of respondents. The majority of employees who responded were Black South African and they made up 92.45%. 4.72% were White South African, and 1.89% were Indians. A minority of respondents who were not South African was 0.94%. It is further attributed that none of the respondents were of the coloured race as this showed 0.0%.

#### 4.4.4 Qualifications of the respondents

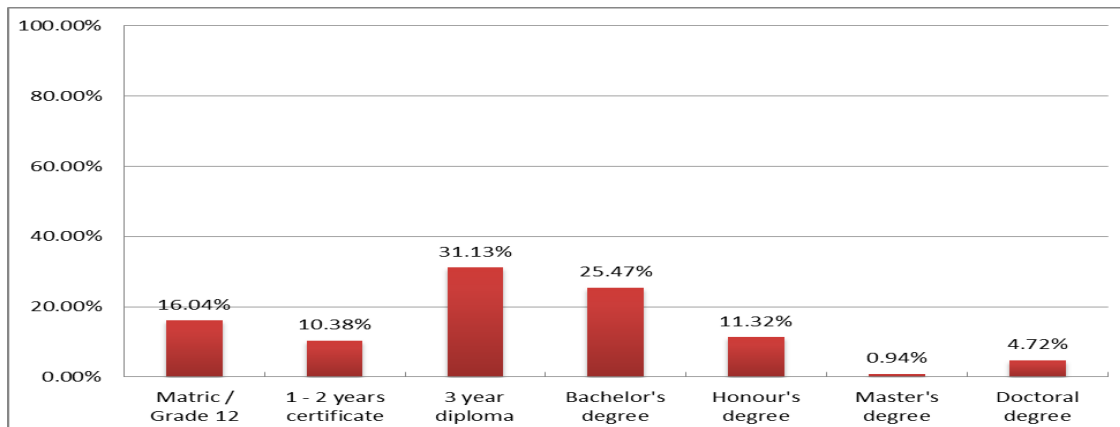


Figure 4.4.4 Qualifications of the respondents

The graph in Figure 4.4.4 showed that 4.72% of the respondents had Doctoral qualifications, 0.94% had Masters Degrees, 25.47% had Bachelors degrees, with the highest number (31.13%) who had 3 year Diplomas and the 10.38% had 1-2 years certificates.

It was necessary to gather data on respondents' qualifications as it was useful to establish the correlation between qualifications possessed and consideration to leave.

#### 4.4.5 Respondent's positions within the selected hospitals

Position	Percentage
Executive Manager	2.88%
Senior Manager	15.38%
General Medical Doctor	1.92%
Specialist Doctor	2.88%
Pharmacist	3.85%
Senior Nurse	28.85%
Other	44.23%
Total	104

Table 4.4.5 Respondents' positions

Table 4.4.5 above showed that 2.88% of the respondents were occupying executive management positions, 15.38% occupied senior management positions, and 1.92% were General Medical Doctors, 2.88% were Specialist Doctors, while 3.85% were Pharmacists. The second largest percentage (28.85%) was Senior Nurses. The majority (44.23%) of the

respondents were occupying “Other” positions which were either Operational or Middle Managers.

**4.4.6 Employment duration within Department of Health and in current positions.**

<b>How long have you been employed by Department of Health - uMkhanyakude district?</b>		<b>How long have you been in your current position?</b>	
<b>Years</b>	<b>Percentage</b>	<b>Years</b>	<b>Percentage</b>
<1 year	13.46%	<1 year	16.35%
1 - 2 years	10.58%	1 - 2 years	23.08%
3- 5 years	10.58%	3 - 5 years	20.19%
6- 10 years	22.12%	6 - 10 years	25.00%
11 - 15 years	8.65%	11 - 15 years	8.65%
16 - 20 years	11.54%	16 - 20 years	2.88%
21 - 30 years	18.27%	21 - 30 years	3.85%
31 and more years	4.81%	31 and more years	0.00%
<b>Total</b>	<b>100%</b>	<b>Total</b>	<b>100%</b>

Table 4.4.6 Employment duration - within an organisation and in current position

In Table 4.4.6 it is showed that 13.46% have been working for Department of Health for less than a year, 10.58% have been there for between 1-2 years, another 10.58% have been working there for 3-5 years, 8.65% have been working there for 11-15 years, and 11.54% have been there for 16-20 years. The majority (22.12%) have been working there for 6-10 years, while 18.27% have been there for 31-30 years. The minority (4.81%) have been working within the Department of Health in UMkhanyakude for 31 and more years).

When respondents were asked how long they have been in their current positions. The responses showed that the majority (25%) have been occupying their current positions for between 6-10 years, 23.08% have been occupying their positions for about 1-2 years, and 20.19% have been occupying positions for 3-5 years. The newly employed or promoted employees make up 16.35% as the responses showed that this percentage have been in their current positions for less than a year. Smaller percentages (2.88% and 3.85%) have been occupying current positions for between 16-20 and 21-30 years.

Occupying the same position for too long can be seen as stagnant career progression by many employees. If number of years within an organisation is equal to the numbers of years within the same position employees occupying those position will be prompted to seek other employment opportunities somewhere (Singh and Dixit, 2011). These opportunities can either be identified internally within the same organisations but in most cases externally in other organisations (Singh and Dixit, 2011).

#### 4.5 Reasons for working for Department of Health UMkhanyakude district

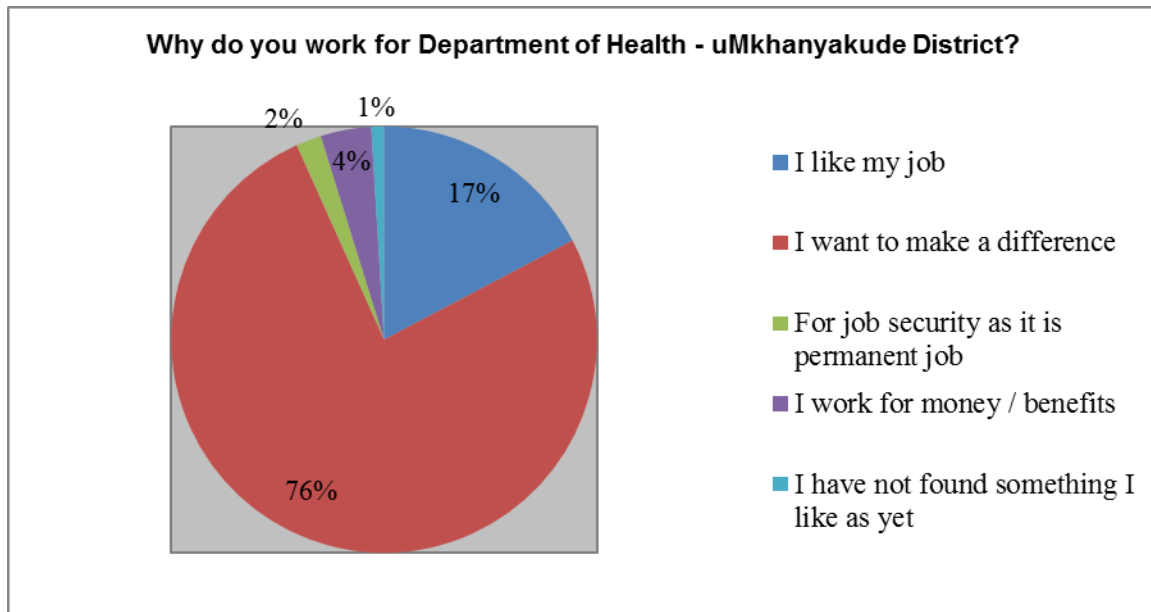


Figure 4.5. Reason for working for Department of health

The participants were asked why they worked for Department of Health – uMkhanyakude district. In Figure 4.5 above it is attributed that 76% of the employees work for Department of Health – uMkhanyakude district because they want to make a difference, 17% work for Department of Health because they like their jobs. It was only 4% who responded that they work for money or benefits, while 2% responded that they work for job security as it is a permanent job. The smallest percentage (1%) responded that they work there because they have not found something they like as yet.

There are various reasons why employees work. With more time being spent at work, most employees prefer to do meaningful jobs (Robbins et al., 2009). In these kinds of jobs employees are able to see positive outcomes and impact which are brought by their performance (Grobler et al., 2011). The highest percentage (76%) of health care and allied

workers is generally passionate about their work as they are saving lives of patients. Most responded that they work because they want to make a difference.

#### 4.6 Consideration to leave

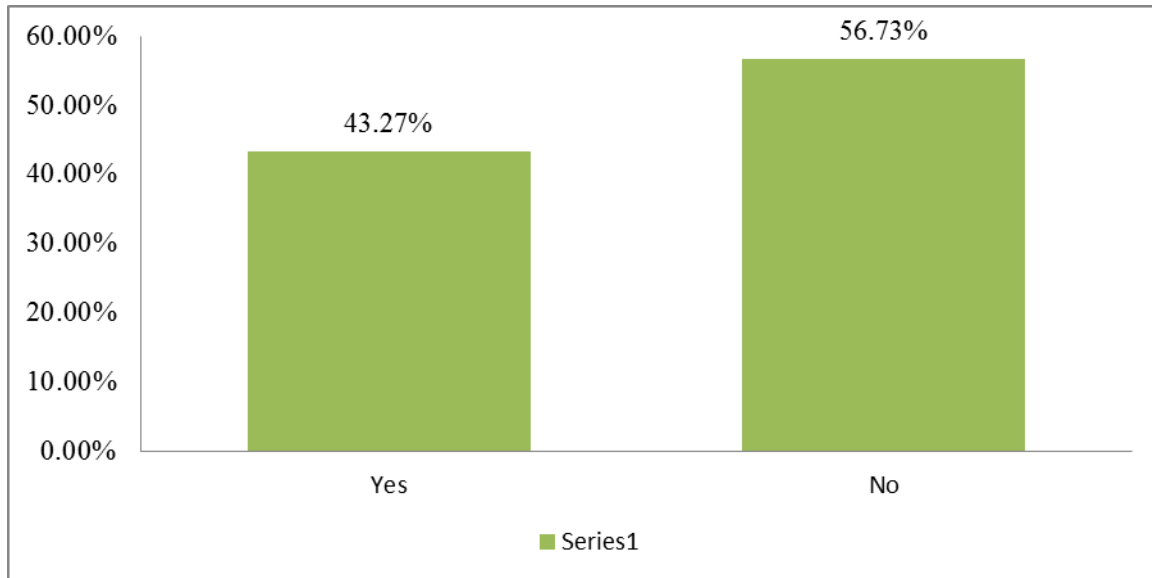


Figure 4.6 Consideration to leave

The respondents were asked if they were considering leaving Department of Health – UMkhanyakude District. In Figure 4.6 it is illustrated that only 43.27% is considering leaving the Department of Health in UMkhanyakude while a huge percentage (56.73%) is not considering leaving.

Like other health organisations in rural areas, Department of Health uMkhanyakude district is faced with a challenge where 43.27% of employees involved in the research were considering leaving. Various factors like dissatisfaction with one's job, lack of career advancement, underemployment, lack of management support, availability of other employment opportunities like it is currently within the health sector and many other factors can lead to intention to leave (Kraimer et al., 2009).

#### 4.6.1 Consideration to leave and reason for wanting to leave

1.10 If you have answered yes in 1.9 above, please choose one reason why you are considering leaving.										
1.9 Are you considering leaving Department of Health - uMkhanyakude District?		For better employment opportunities anywhere / elsewhere	To join the private sector	To join another sector that is non-health	To study further	To start my own business	Due to incapacity or ill-health	To stop working and focus on my family	It will be time for my retirement	Row Totals
	Yes	34.09%	13.64%	0%	6.82%	22.73%	0%	0%	22.73%	86.27%
	No	0%	0%	0%	0%	0%	0%	14.29%	85.71%	13.73%
<b>Percentage</b>	<b>29.41%</b>	<b>11.76%</b>	<b>0%</b>	<b>5.88%</b>	<b>19.61%</b>	<b>0%</b>	<b>1.96%</b>	<b>31.37%</b>	<b>100%</b>	

Table 4.6.1 Consideration to leave and reason for wanting to leave

From 53.76% who is considering to leave, 34.09% of those who responded that they were intending to leave responded that they wanted to leave for better employment opportunities outside Department of Health – uMkhanyakude district, 22.73% wanted to leave to start their own businesses, another 22.73% responded that it will be time for retirement, 13.63% are planning to join the private sector while the smallest percentage (6.82%) will be leaving to study further.

From 43.27% who responded that they are not considering leaving, 85.71% responded that they will leave as it will be time for their retirement. There was 14.29% who is not considering leaving but will have to leave to stop working and focus on their families.

More organisations both government and private are faced with challenges of retaining highly performing employees due to the fact that these employees are difficult to find, difficult to retain and even difficult to replace (Samuel and Chipunza, 2009). Better employment opportunities from various rival health organisations are always available, appealing and are not easy to be ignore by eligible and qualifying employees (Samuel and Chipunza, 2009).

#### 4.6.2 Qualifications and consideration to leave

	1.9 Are you considering leaving Department of Health - uMkhanyakude District?			
		Yes	No	Row Total Percentage
1.4. What is your highest qualification?	Matric / Grade 12	31.25%	68.75%	15.38%
	1 - 2 years certificate	60%	40%	9.62%
	3 year diploma	33.33%	66.67%	31.73%
	Bachelor's degree	48.15%	51.85%	25.96%
	Honours degree	33.33%	66.67%	11.54%
	Master's degree	100%	0%	0.96%
	Doctoral degree	100%	0%	4.81%
	<b>Column Percentage</b>	<b>43.27%</b>	<b>56.73%</b>	<b>100%</b>

Table 4.6.2 Qualifications and consideration to leave

Table 4.6.2 illustrated the correlation between qualifications possessed by respondents and intention or consideration to leave Department of Health – uMkhanyakude district. In this Table it is attributed that all respondents who possessed Doctoral qualification and who made up 4.81% of 43.27% were considering leaving, and all respondents who possessed Master's degree made up 0.96% of 43.27 and they were all considering to leave. The majority of respondents whom their highest qualification was matric only were not considering leaving as it can be seen that 68.75% of 56.73% responded that they were not considering leaving want to leave. If we look at the respondents who possessed 3 year Diploma, it is also attributed that the majority (66.67%) of the total (31.73%) responded that they were also not considering leaving Department of Health – uMkhanyakude district. There is strong correlation between higher qualifications and desire to leave.

Similar to results from most other research, this research also proved that doctors and specialists who had higher qualifications were considering leaving. Doctors and specialist are categorised as employees who have scarce skills. Employees in scarce skilled categories are

very mobile and hop from one job to the other (Samuel and Chipunza, 2009). This is accelerated by demand for such skills as there is always availability of opportunities within the health care sector which is always making it difficult for South African government to retain such talent (Samuel and Chipunza, 2009).

#### 4.7 Intention to leave and employment duration

		1.9 Are you considering leaving Department of Health - uMkhanyakude District?		
		Yes	No	Row Percentage
1.6 How long have you been employed by Department of Health – uMkhanyakude?	<1 year	42.86%	57.14%	13.46%
	1 - 2 years	54.55%	45.45%	10.58%
	3- 5 years	63.64%	36.36%	10.58%
	6- 10 years	34.78%	65.22%	22.12%
	11 - 15 years	66.67%	33.33%	8.65%
	16 - 20 years	41.67%	58.33%	11.54%
	21 - 30 years	26.32%	73.68%	18.27%
	31 and more years	40%	60%	4.81%
		<b>Column Percentage</b>	<b>43.27%</b>	<b>56.73%</b>

Table 4.7 Intention to leave and employment duration

Table 4.7 illustrated that in total 43.27% of the responded are considering leaving and 56.73% are not. The largest percentage (66.67) of the 43.27% who responded that they were considering leaving has been with Department of Health for 11-15 years. 54.55% of 43.27% who have been with Department of Health 1 – 2 years also responded that they wanted to leave, while 41.67% of 43.27 who have been with Department of Health for 16-20 years also responded that they were considering to leave.

This table showed contrasting results. The first showed that the longer the duration within one organisation the more the urge to leave increases. In other cases the longer the duration within one organisation, the lesser the urge to leave. As this can be seen in the Table 4.7.1,



those who have been with Department of Health for 21 – 30 years, the majority (73.86%) is not considering leaving. This is also the same as those who have been with Department of Health for 21 – 30 years, 73.86% is not considering leaving.

**4.8 Objective 1: To identify the perceived problems that drive employees to resign in Department of Health - UMkhanyakude district – (Section B, Question 2.1)**

**4.8.1 Summary - Reasons for wanting to leave**

The question asked if respondents were considering leaving Department of Health – uMkhanyakude district, if they answered yes were asked to select one reason why they were considering leaving.

<b>Reason for wanting to leave</b>	<b>Percentage</b>
It will be time for retirement	31.7%
For better employment opportunities somewhere	29.41%
To start own business	19.61
To join the private sector	11.6%
To stop working and focus on family	1.96%
To study further	5.88%
To join another sector that is non-health	0.0%
<b>Total</b>	<b>100%</b>

Table 4.8.1 Reasons for wanting to leave

Table 4.8.1 illustrated that out of 53.73% of employees who responded that they wanted to leave, 31.7% due to the fact that it will be time for retirement, 29.41% responded that for better employment opportunities elsewhere, 19.61% wanted to start their own business, 11.6% wanted to join the private sector and 5.88% responded that they want to study further. Only 1.96% responded that they want to stop working and focus on their families. Employees

leave for various reasons. Most of employees at Department of Health in uMkhanyakude district want to leave for better employment opportunities somewhere else.

#### 4.8.2 Age and intention to leave

	<b>1.9 Are you considering leaving Department of Health - uMkhanyakude District?</b>			
		<b>Yes</b>	<b>No</b>	<b>Row Totals</b>
<b>1.2 What is your age?</b>	<b>18 - 30 years</b>	44.44%	55.56%	17.31%
	<b>31 - 40 years</b>	54.55%	45.45%	21.15%
	<b>41 - 50 years</b>	38.46%	61.54%	25%
	<b>51 - 60 years</b>	34.38%	65.62%	30.77%
	<b>61 - 70 years</b>	66.67%	33.33%	5.77%
	<b>71 and more years</b>	0%	0%	0%
	<b>Column Percentage</b>	43.27%	56.73%	100%

Table 4.8.2 Age and intention to leave

In Table 4.8.2 it is attributed that majority (66.67%) of the respondents who are aged from 61-70 are considering to leave. The highest percentage (54.55%) of those who are aged between 31-40 years responded that they were also considering leaving.

Age is one of the factors that push employees to want or consider leaving. It is believed that older employees are not committed as younger employees. The latter is more enthusiastic to work hard as it is in the early stages of their careers (He et al., 2011). Older employees have experienced a lot either within the same organisation or in other organisations (He et al., 2011). They are normally not adaptable and look for all opportunities to leave with taking early retirement being one of the ways to leave (Armstrong-Stassen and Ursel, 2009).

### 4.8.3 Uncompetitive salary

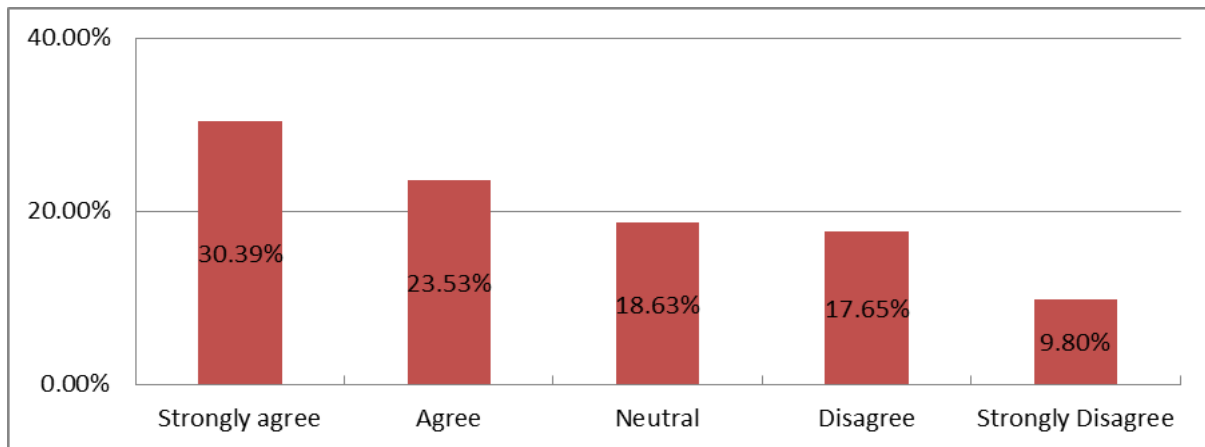


Figure 4.8.3 Uncompetitive salary

Figure 4.8.3 showed that many respondents (30.39%) strongly agreed that salaries that are not competitive to the market is one of the problems that drive employees to resign, 23.53% agreed, while 18.63% responded neutral on this statement. 17.65% disagreed and 9.80% strongly disagreed with the statement and responded that this is not one of the problems.

Salaries that are not competitive to the market are still one of the problems that drive most employees to resign in Department of Health in uMkhanyakude district. Although this is not always the only problem that drives employees to resign in many organisations, but it is always among the top list (Bryant and Allen, 2013). When payment of market related salaries is treated as a strategic issue, it has a positive effect in increasing employee tenure (Bryant and Allen, 2013). The best thing to do are fair and equitable administration of compensation including clearly communicated strategy and procedures followed when making pay decisions (Bryant and Allen, 2013).

#### 4.8.4 No fit with organisational culture

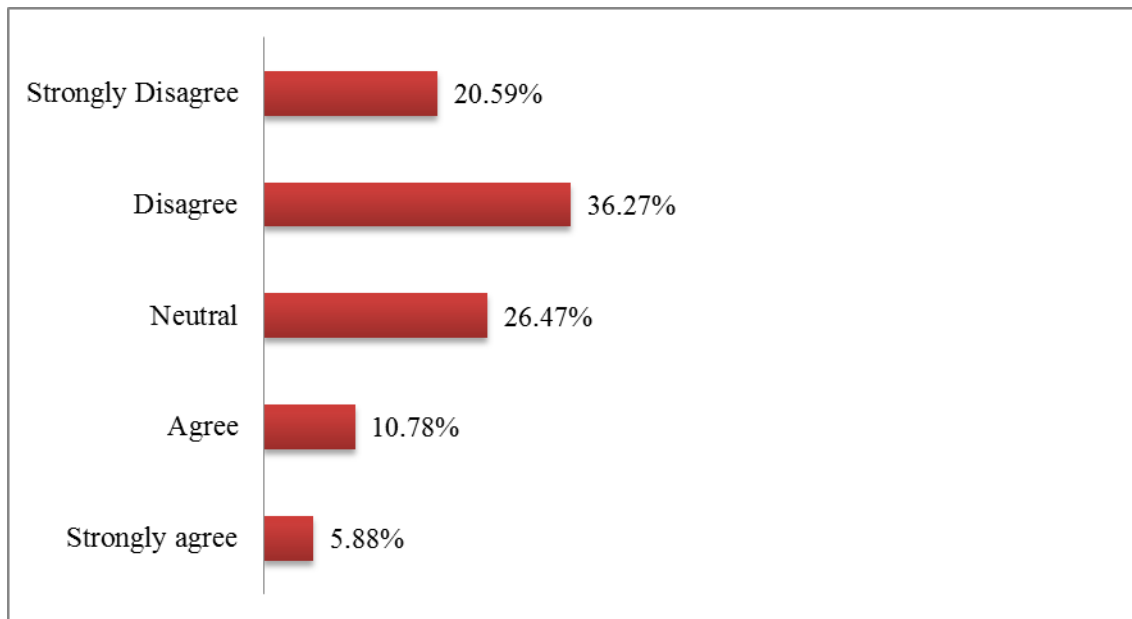


Figure 4.8.4 No fit with organisational culture

Figure 4.8.4 demonstrated that 20.59% responded that they strongly disagree with the fact that they feel they do not fit with the organisational culture, 36.27% disagreed, while 26.47% responded that they were neutral. The minority (10.78% and 5.88%) responded that they agreed that they feel they do not fit with organisational culture.

Health care professionals and allied workers within Department of health in uMkhanyakude view fit with organisational culture as a minor problem in driving them to resign. This is attributed to the fact that only 10.78 agreed and 5.88% strongly agreed that it is one of the problems at Department of Health.

#### 4.8.5 Top perceived problems driving employees to resign

Perceived Problems	Strongly Agree	Agree	Total
Employees expected to do more than their capabilities	28.43%	33.33%	61.76%
No recognition for outstanding performance	27.45%	33.33%	60.78%
Current salary not competitive to the market	30.39%	23.53%	53.92%
No opportunity for personal growth and career advancement	27.45%	16.67%	44.17%

Table 4.8.5 Perceived problems driving employee resignation

Table 4.8.5 above showed top four perceived problems that are perceived to lead to resignation. The list in this table included and ranked only problems gave a sum greater than 44% when respondent's percentage of responses "agree" and strongly agree were summed up.

It is illustrated that 61.76% responded that the major problem is being expected to do more than own capabilities, 60.78% responded that there is no recognition for outstanding performance, 53.92% responded that current salaries are not competitive to the market and 44.17% of the responses showed that unavailability of opportunities for personal growth and career advancement is also one of the problems.

Performance of an employee in concept is defined as a psychological contract (Adi, 2012). It refers to what an employee believes with regard to employment terms and conditions in relation to what the employer gives back in a form of compensation or recognition (Adi, 2012). Findings indicated that employees in Department of Health in uMkhanyakude are expected to do more but there is no recognition for outstanding performance.

#### 4.8.6 Competitive salary and duration within Department of Health

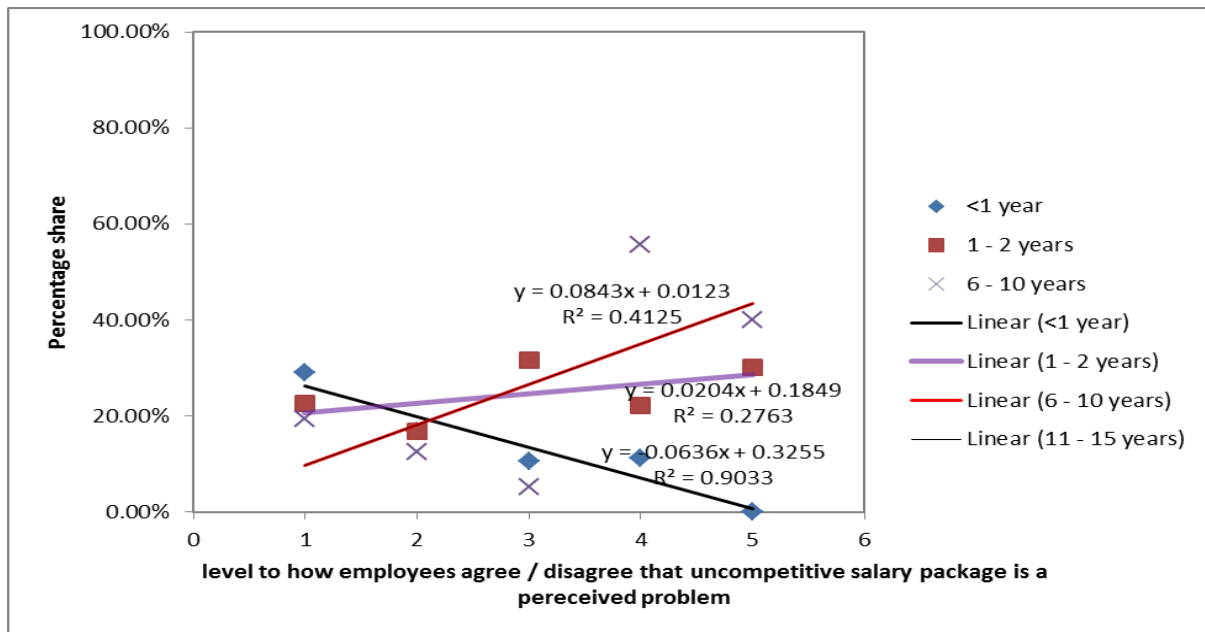


Figure 4.8.6 Competitive salary and duration within Department of Health

Figure 4.8.6 illustrated the correlation of responses between duration of employment within Department of Health and the extent on how respondents agree that the current salary is not competitive to the market.

$R^2$  represents a variance. If the variance is close to 1 it is meant that there is strong negative correlation. Respondents who have been with Department for 6-10 years opposed the statement that uncompetitive salary package is not a problem. Those who have been with the Department of Health for 1-2 years, showed a weak but positive correlation. There is a positive correlation with those who have been with the Department for <1 year. In the early ages respondents do not see uncompetitive salary package as a problem that can lead to resignation.

#### 4.9 Objective 2: To identify factors that motivates employees to stay at Department of Health – uMkhanyakude District (Section 3, Question 3.1)

The probable motivating factors were listed and respondents were requested to indicate (strongly agree / strongly disagree) to what extent do they agree that those factors motivate them to stay at Department of Health

##### 4.9.1 Job satisfaction

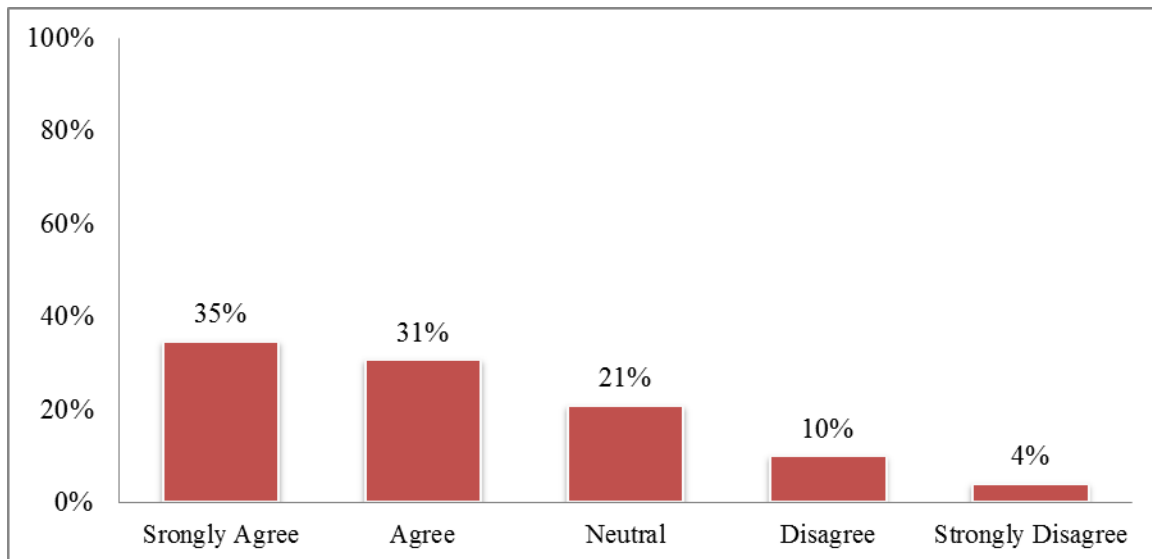


Figure 4.9.1 Job satisfaction

Figure 4.9.1 illustrated that 35% responded that they strongly agree, 31% agreed, 21% responded neutral, 10% responded that they disagree and 4% responded that they strongly disagree.

The graph above proved that job satisfaction is one of the motivating factors for most respondents as the highest percentages (35% and 31%) agreed with the statement. Satisfied employees stay longer within their organisations. More research findings showed job satisfaction as one of the factor which is on the top list among other motivating factors, even ranked as higher than competitive (Goel et al., 2012).

Job satisfaction is brought by satisfaction with other things like remuneration and benefits (Carragher, 2011). If these factors are higher or are present so is job satisfaction. More than 60% of the respondents felt and agree that satisfaction with their jobs is what motivates them to stay in Department of Health.

#### 4.9.2 Employee benefits

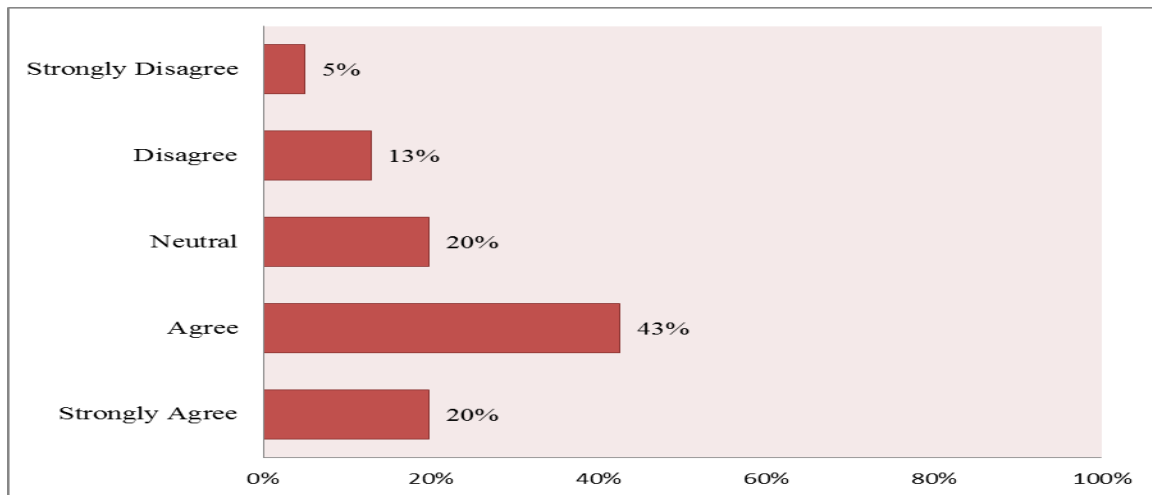


Figure 4.9.2 Employee benefits

Figure 4.9.2 showed that 43% agree that employee benefits motivate them to stay with Department of Health, 20% agree, 20% was neutral, 13% disagreed and only 5% responded that they strongly disagree.

Employee benefits proved to be among the top factors that motivate employees in Department of Health. Organisations need to structure their benefits strategies effectively and fairly as this has proven to be the main factor in motivating and retaining employees (Carragher, 2011).

Organisations not only use attractive benefits strategy to motivate employees to stay, this strategy is also used as means to attract talented and suitable employees to join organisations (Carragher, 2011).



### 4.9.3 Feeling of empowerment

Feeling of empowerment	
Indication	Percentage
Strongly Agree	27%
Agree	40%
Neutral	22%
Disagree	6%
Strongly Disagree	5%
<b>Total</b>	<b>100%</b>

Table 4.9.3 Feeling of empowerment

In Table 4.9.3 it is attributed that 27% responded that they strongly agree with the statement that feeling of empowerment is a motivating factor, 40% responded that they agree, 22% responded neutral, 6% disagreed and the minority (5%) strongly disagreed.

Employee empowerment is a factor that is closely linked to management techniques and motivation (Pelit et al., 2011). 67% of the respondents in Department of Health in uMkhanyakude district view empowerment as an important factor in keeping them motivated. Empowerment has a way and means to improve employee self-efficacy (Pelit et al., 2011).

### 4.9.4 Career growth and progression

Career growth and progression	
Indication	Percentage
Strongly Agree	40%
Agree	25%
Neutral	12%
Disagree	19%
Strongly Disagree	4%
<b>Total</b>	<b>100%</b>

Table 4.9.4 Career growth and progression

In Table 4.9.4 it is demonstrated that majority (40%) of the respondents strongly agree that career growth and progression is a motivating factor, 25% responded that they agree and 12% responded neutral. The percentage that strongly disagreed is 19% and 4% strongly disagreed. Employees have ambitions and aspirations and progressing from one level to another motivates employees not only to stay within the organisation, but also to work hard which in turn increases productivity and make the organisations more competitive (Anis et al., 2011).

#### 4.9.5 Training and skills development opportunities

Training and skills development opportunities	
Indication	Percentage
Strongly Agree	43%
Agree	27%
Neutral	13%
Disagree	10%
Strongly Disagree	8%
<b>Total</b>	<b>100%</b>

Table 4.9.5 Training and skills development opportunities

Table 4.9.5 showed that training and development is ranked high among the motivating factor with 70% (43 strongly agree and 27% agree) of the responded confirming to that. 13% responded neutral, 10% responded that they disagree and 8% responded that they strongly disagree.

It has been proven that training instils satisfaction with one's employment and therefore can be used as one of the strategies to retain employees (Anis et al., 2011). Trained employees work efficiently and increase organisational productivity and provide quality service (Anis et al., 2011).

#### 4.9.6 Clearly defined organisational goals

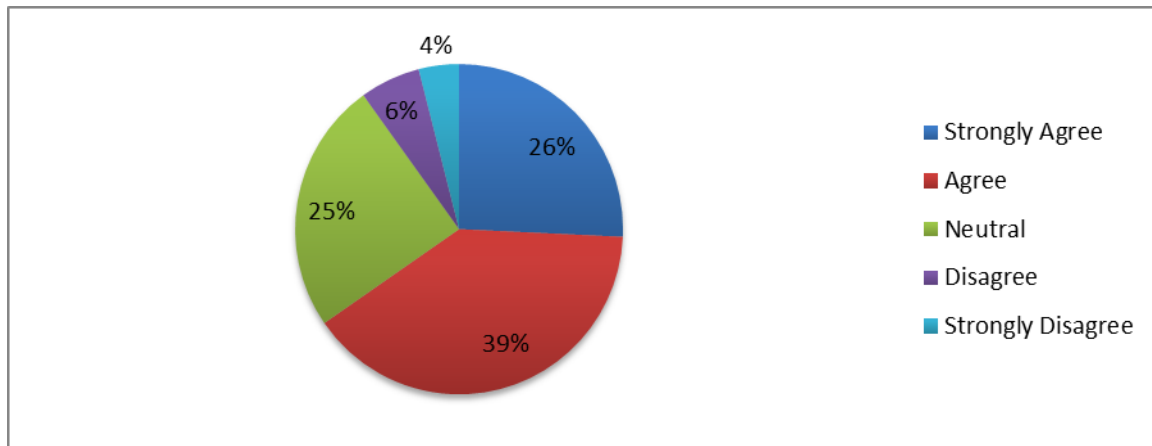
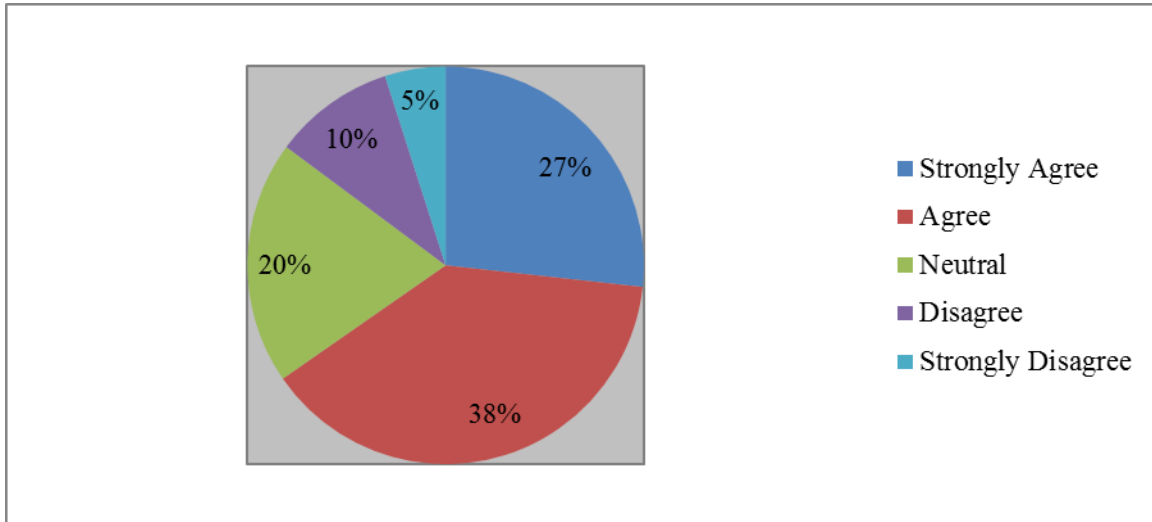


Figure 4.9.6 Clearly defined organisational goals

Figure 4.9.6 illustrated that majority (39%) of the respondents agree that clearly defined organisational goals is a motivating factor, 26% strongly agree, 25% responded neutral, 6% disagreed and only 4% strongly disagree. When employees understand what the organisation

is aiming to achieve, it sets the tone, give directions and guidance on where employees should focus their effort to assist in attainment of goals (Robbins et al., 2009).

#### 4.9.7 Fair and consistent application of policies and procedures



#### 4.9.7 Application of policies and procedures

Figure 4.9.7 illustrated that fair and consistent application of policies and procedures is among the top motivating factors as 38% agreed, 27% responded that they strongly agree, 20% responded neutral, 10% disagreed and 5% strongly disagreed.

Organisational justice where an organisation and management is able to implement and apply similar and consistent practices, policies and procedures is rated as a motivating factor within employees in Department of Health – uMkhanyakude district. Implementation of fair policies and practices creates positive perceptions about an organisation and its management (Hausknecht et al., 2009). This consistency should be applied during allocation of rewards including interpersonal treatment (Hausknecht et al., 2009).

#### 4.9.8 Most important Motivating factors

Statement	Most Important	2	3	4	Not Important
Competitive salary and benefits	49%	17%	15%	8%	12%
Efficient leadership and management style	53%	25%	17%	1%	4%
Identification with organisational culture and values	42%	35%	16%	4%	4%
Job satisfaction (i.e. positive feeling about your job as a result of its characteristics).	63%	18%	17%	0%	2%
Recognition for outstanding performance	48%	28%	16%	2%	7%
Personal growth and advancement opportunities	58%	24%	12%	2%	4%
Opportunities for promotions	58%	22%	13%	3%	4%
Good relations with co-workers	48%	30%	18%	3%	2%
Flat organisational structure which fast track decision making	37%	24%	24%	9%	7%

Table 4.9.8 Motivating important motivating factors

In Table 4.9.8, nine motivating factors were listed, respondents were asked to rate them from 1-5 where 1 is most important and 5 is not important. Job satisfaction was high on the list and was as most important by 63% of the respondents. Both personal growth and advancement opportunities as well as opportunities for promotions were rated as most important by 58% of the respondents, 53% rated efficient leadership and management style as most important. Competitive salary came at number five and was rated as most important by 49% of the respondents. Recognition of outstanding performance and good relations with co-workers were both rated by 48% of the respondents as most important. Second from bottom was identification with organisational culture and values which was rated as most important only by 42% and last on the bottom was flat organisational structure which was rated as important only by 37% of the respondents.

All of the factors listed above, are important in motivating employees to stay in Department of Health – uMkhanyakude district but findings showed that job satisfaction is the most important factor towards motivating employees (Robbins et al., 2009). Recognising that job satisfaction is a motivating factor is not enough, there is always a need to further establish what reduces the level of job satisfaction. Many of the things that reduce motivation vary

from employee to employee. These include things like conflict with supervisor, inadequate resource to perform allocated duties, having little or no say at all in decisions that affect one self and part of own work, mundane and boring work, type of work that does not challenge one's capabilities and skills including inappropriate pay are among some of the things that have been proven to reduce level of job satisfaction (Goel et al., 2012).

#### 4.9.9 Job satisfaction

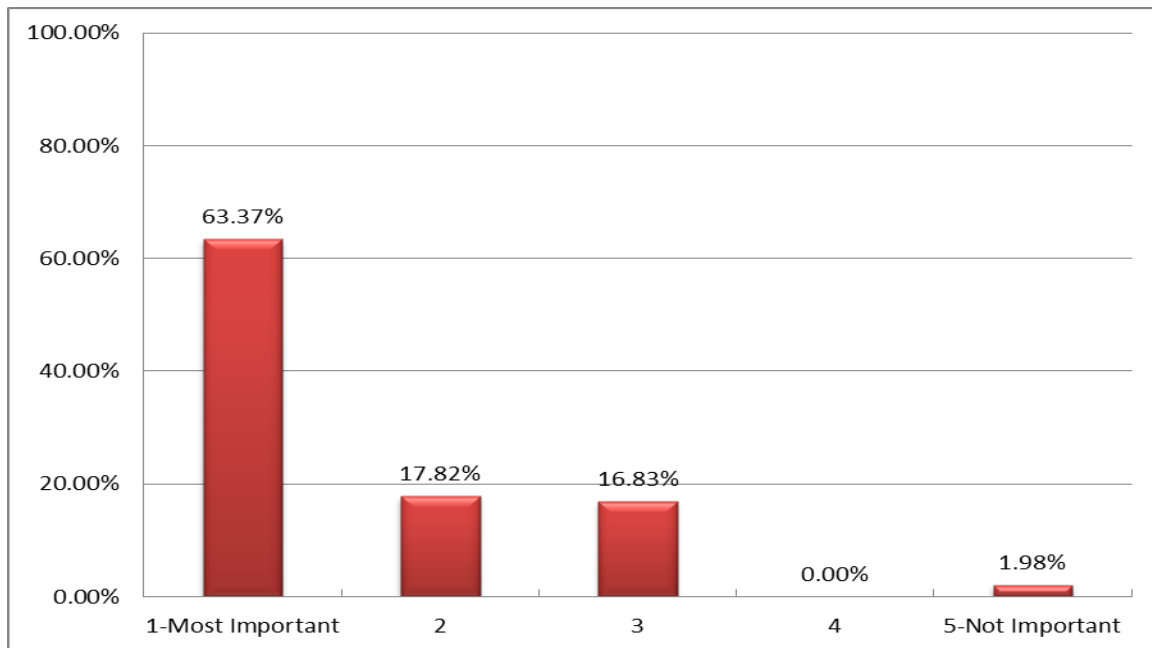


Figure 4.9.9 Job satisfaction

In this graph it is attributed that 63.37% of the respondents responded that job satisfaction is most important, 17.82% responded that it is more important and only 1.98% responded that is it not important.

Job satisfaction is the fundamental factor to motivation. Motivated employees automatically become committed to their organisations (He et al., 2011). They develop a sense of belief in their organisations vision, mission and goals (He et al., 2011).

#### 4.10 Objective 3 - To ascertain the effects of employee resignation at Department of Health – uMkhanyakude District. (Section 4, Question 4.1)

A statement was given that ‘employee resignation affects both an organisation and remaining employees in an organisation. Respondents were asked to indicate the level of how they agree or disagree with the fact that the listed are the effects of employee resignation at Department of Health – uMkhanyakude district.

##### 4.10.1 Increase in workload to the remaining employees

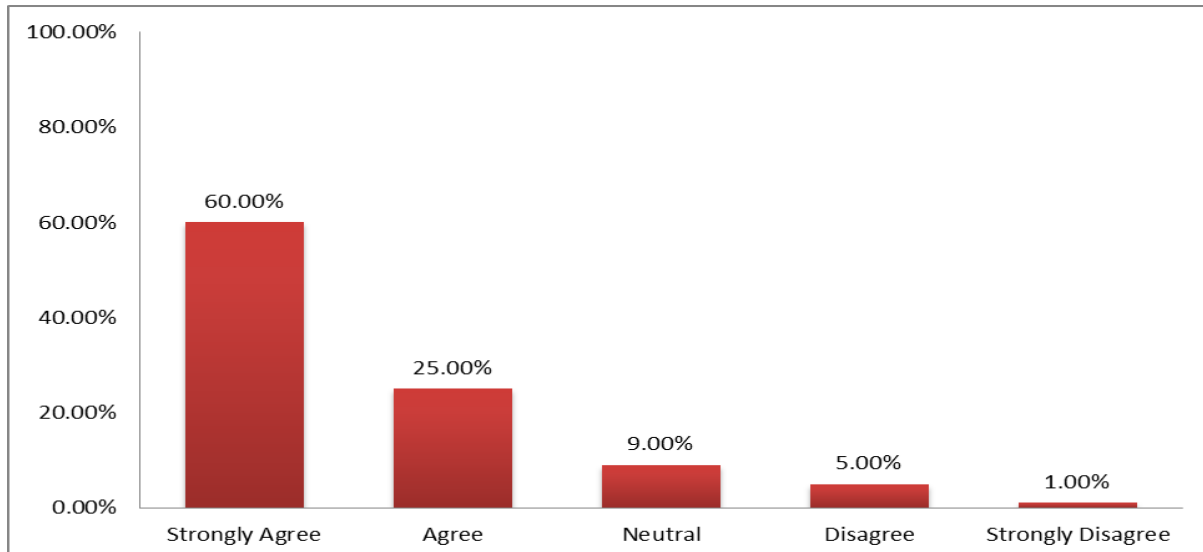


Figure 4.10.1 Increase in workload to the remaining employees

The graph in 4.10.1 illustrated that 85% (which comprised of both 60% strongly agree and 25% agree) responded that increase in workload to the remaining employees is an effect of employee resignation, 9% responded neutral, 5% responded that they disagree and 1% responded that they strongly disagree.

When employees resign, the load of work that they had been performing is distributed to be performed by the remaining employees. This always last for months and sometimes even years while the Department is trying to source and appoint suitable employees. When situations like these last long, the stress and dissatisfaction is caused in those employees performing the extra load (Shah, 2011; Shah, 2006). The stress becomes worse when the employees concerned are not remunerated for the extra work that they do. It is even worse when the extra duties are those of a senior position. It creates false expectations that automatically there will be a promotion (Shah, 2006; Robbins et al., 2009).

#### 4.10.2 Job enlargement and exposure to challenging opportunities

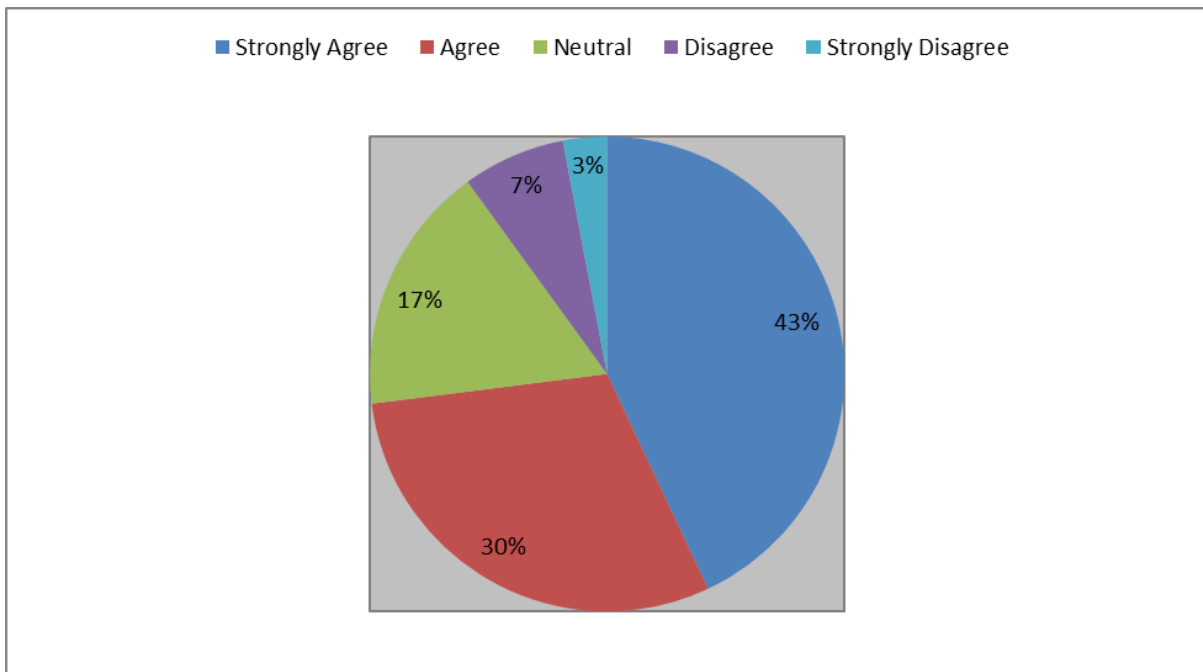


Figure 4.10.2 Job enlargement and exposure to challenging opportunities

In Figure 4.10.2 it is illustrated that 43% responded that they strongly agree that employee resignation lead to job enlargement, 30% respondent that they agree, 17% responded neutral, 7% disagreed while 3% responded that they strongly disagree.

It can be noted that the graph in Figure 4.10.1 showed that 85 % responded negatively that employee resignation increases workplod to the remaining meployees. The graph in Figure 4.10.2 showed that 43% plus 30% responded positively, that employee resignation increased the scope of work and exposure to challenging opportunities.

Resignations can bring both positive and negative effects. Some employees see it as an opportunity to accept more responsibilites to gain exposure and experience. This is always seen as a positive thing when employers do consider internal applicants when time to feel the vacancies comes. Some employees see it as a burden of extra work. This varies from individual employee to anaother (Kreitner and Kinicki, 2008).

### 4.10.3 Increase in training cost

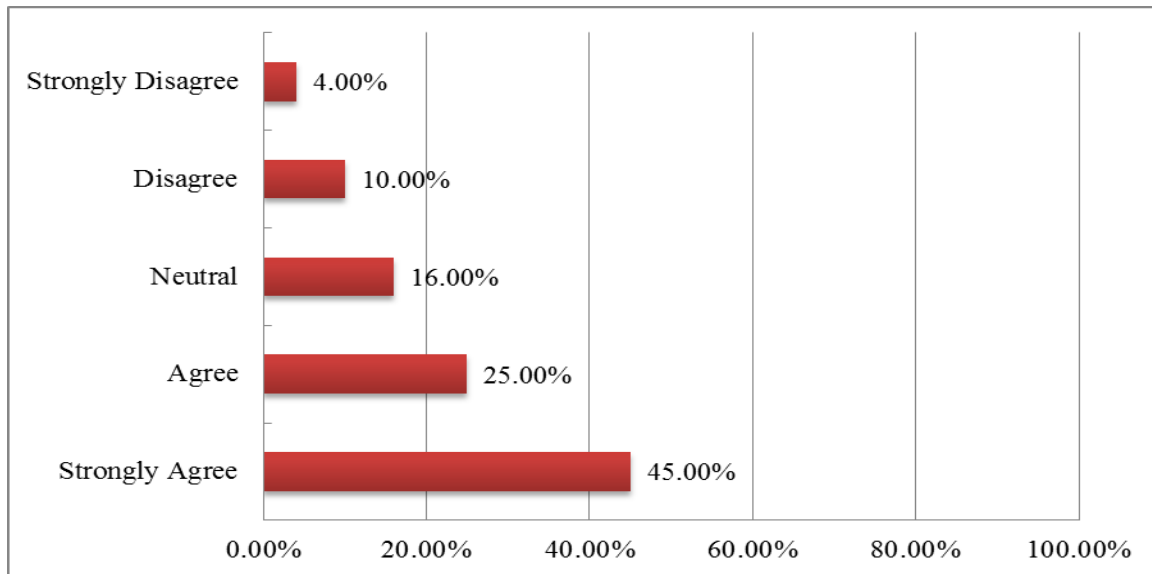


Figure 4.10.3 Increase in training costs

The results in Figure 4.10.3.1 showed that 45% respondents responded that they strongly agree with the fact that increase in recruitment costs is one of the effects of employee resignation, 25% responded that they agree, while 16% was neutral. The percentage that disagreed was 10% and the minority (4%) strongly disagreed.

The majority (25% and 45%) agreed that training costs increase when there is excessive and uncontrolled resignation within an organisation. Resignation not only leads to loss of organisational knowledge, it also requires employers to train newly appointed employees to bring them on par with old employees (Singh and Dixit, 2011).



#### 4.10.4 Increased recruitment cost

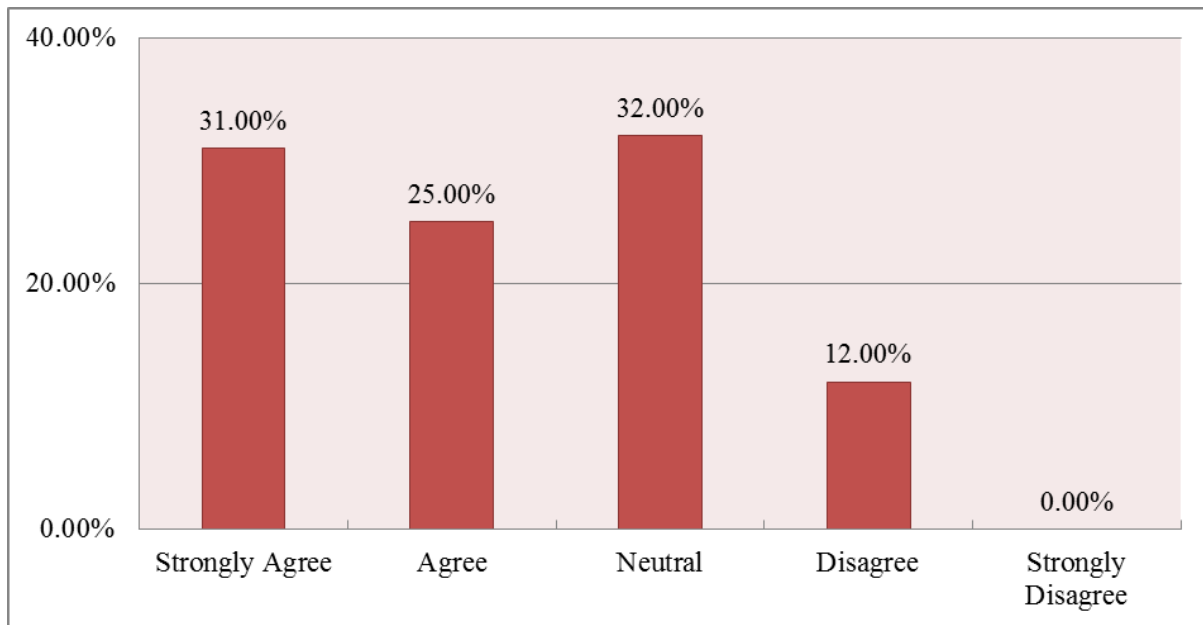


Figure 4.10.4 Increased recruitment costs

The graph in Figure 4.10.4 demonstrated that 31% of the respondents strongly agreed that increase in recruitment costs is one of the effects of employee resignation, 25% responded that they agree that it is an effect while 32% was neutral, 12% disagreed and none responded that they strongly disagree.

Recruiting employees to fill vacant position is not only time consuming, this activity also take lot of energy and effort which in other instances is not guaranteed to bear good and desired results (Singh and Dixit, 2011). There are different findings with regards to the cost borne by organisations when filling vacant posts. The research in Bryant and Allen (2013) proved that recruitment and training is very costly to an organisation as the amount utilised to recruit, orientate and train a new employee for a certain position is sometimes equivalent to the annual package compensation for the same position (Bryant and Allen, 2013). Recruitment costs can in other cases amount to 60% of the employee's first salary for ordinary positions and 100% for specialised positions (Ramlall, 2003). Contrary to this, another finding proved that cost of recruiting and filling middle and senior management positions can be twice the cost of individual's annual salary package (Singh and Dixit, 2011).

**4.11 Objectives 4: To determine retention strategies which are perceived to be reducing employee resignation. (Section 5, Question 5.1, 5.2, 5.3)**

**4.11.1 Competitive salary packages and benefits**

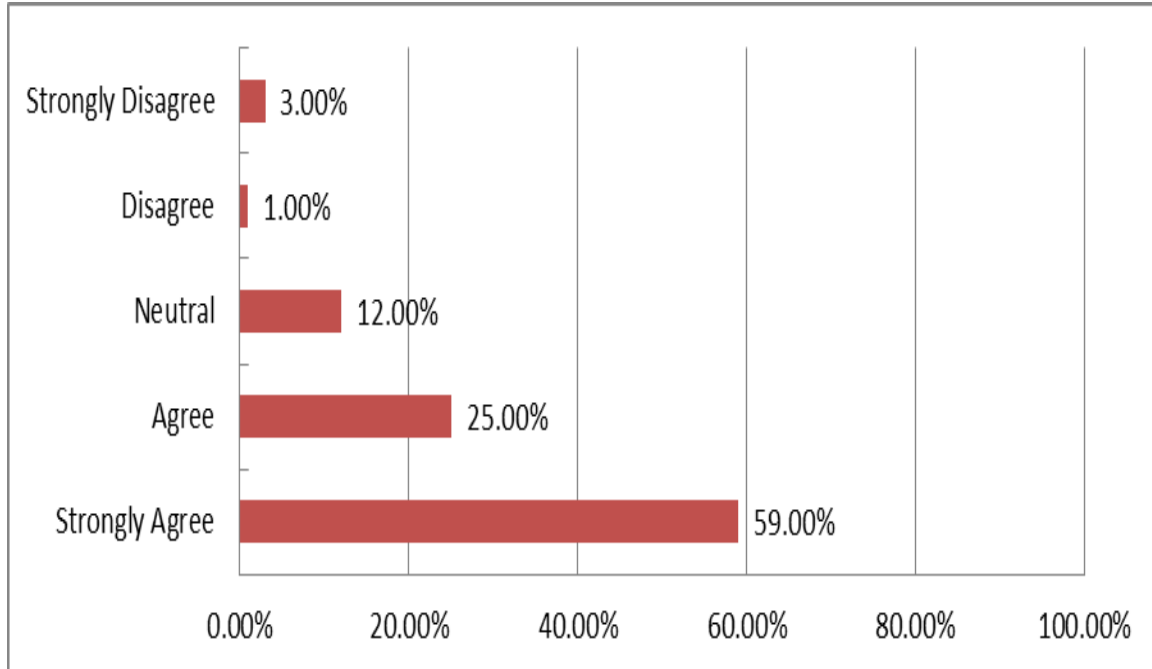


Figure 4.11.1 Competitive salary packages and benefits

Respondents were asked to indicate (strong agree to strongly disagree) to what they agree with the fact that the retention strategies listed can prevent them from leaving Department of Health – uMkhanyakude district.

Figure 4.11.1 illustrated that 59% strongly agree, 25% agree, 12% responded neutral, 1% disagree and 3% strongly disagree.

Paying employees competitively can still be used as a retention strategy as it can be seen that 84% of the respondents agreed with that. Findings in many research showed that satisfaction with level of remuneration prevent employees from looking for other employment opportunities and prevent excessive retention (Carragher, 2011). Lucrative packages and benefits have been for many years utilised as a tool to attract talented employees and retain them for longer period (Ratna and Chawla, 2012b; Carragher, 2011).

#### 4.11.2 Consideration of internal staff when filling vacant post

Response	Percentage
Strongly Agree	49.00%
Agree	25.00%
Neutral	12.00%
Disagree	9.00%
Strongly Disagree	5.00%

Table 4.11.2 Consideration of internal staff when filling vacancies

From Table 4.11.2 it is attributed that 49% of the respondents strongly agree with the statement that consideration of internal staff when filling vacancies can prevent them from leaving, 25% agree, 12% disagree, 9% disagree and only 5% responded that they strongly disagree.

Large percentage (49% & 25%) agrees that the Department of Health in uMkhanyakude district can use this strategy to prevent employees from leaving.

#### 4.11.3 Effective performance management and appraisal system

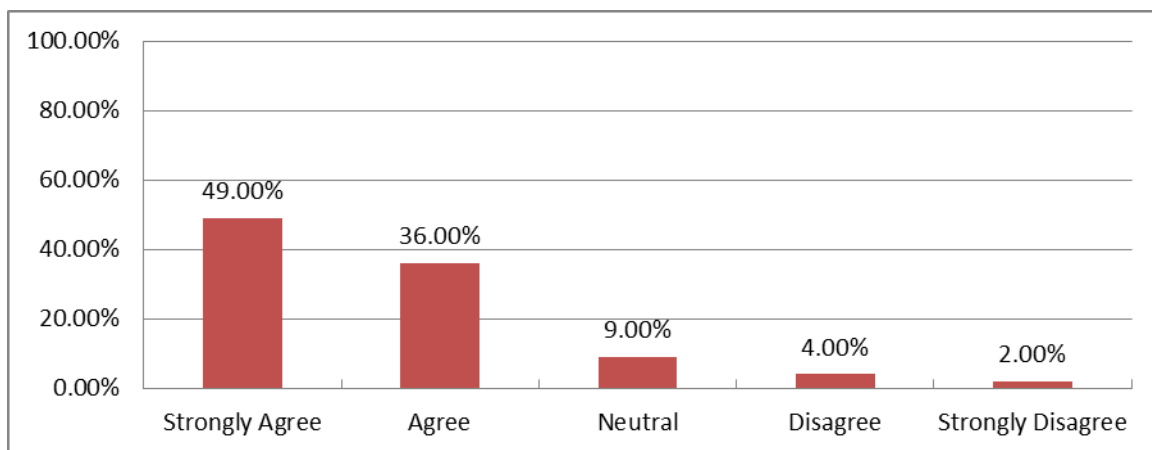


Figure 4.11.3 Effective performance management and appraisal system

Figure 4.11.3 illustrated that 49% responded that they strongly agree that performance management is one of the strategies that prevent employees from leaving, 36% agree, 9% responded neutral, 4% disagree and 2% strongly disagree.

#### 4.11.4 Monetary incentives linked to good performance

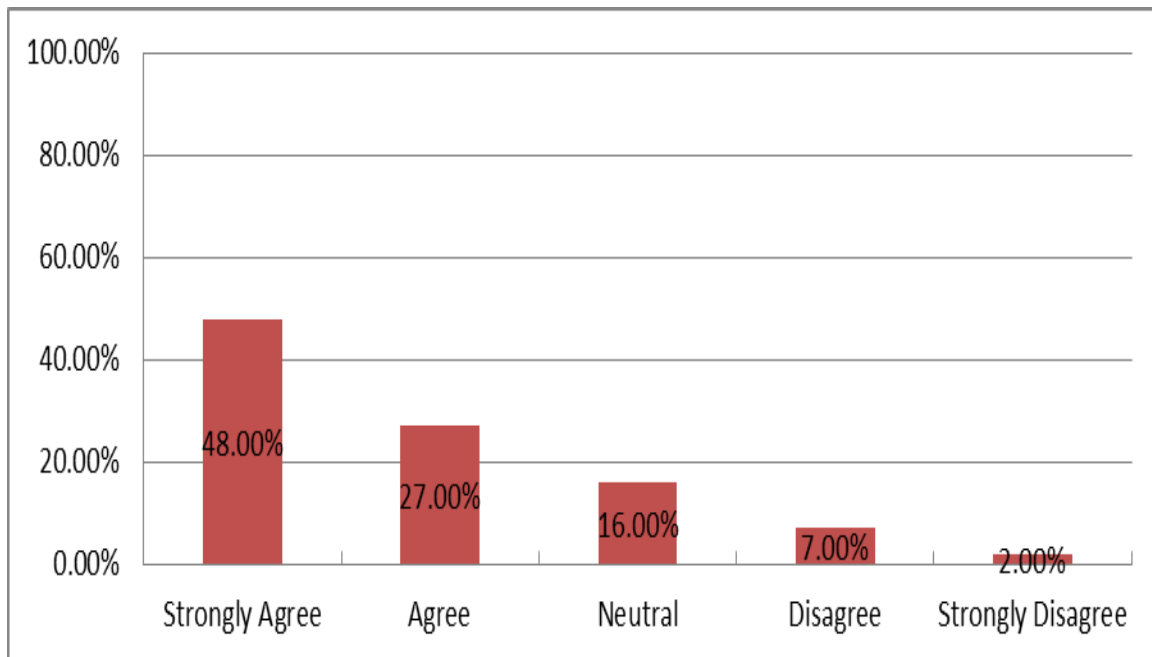


Figure 4.11.4 Monetary incentives linked to good performance

Figure 4.11.4 showed that 48% strongly agree that monetary incentives linked to good performance can prevent employees from leaving, 27% respond that they agree, 16% are neutral, 7% disagree and 2% strongly disagree.

Effective performance management entails management of employees' progress towards achieving set goals (Adi, 2012). It also includes rewarding deserving and hardworking employees and making available all interventions to develop and support poor performing employees (Robbins et al., 2009). The results showed that employees in Department of Health in uMkhanyakude viewed this strategy as an effective one, which has the ability to retain employees from leaving.

#### 4.11.5 Continual skills training and development

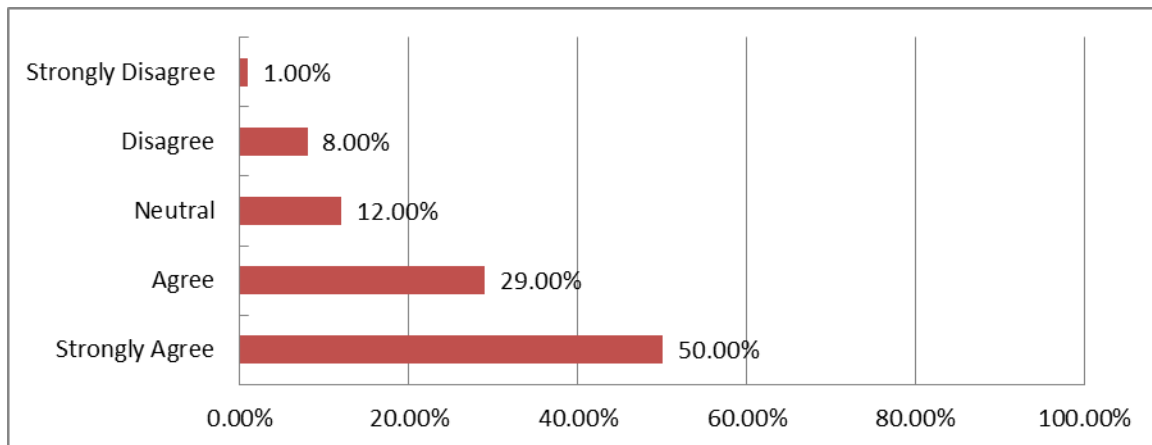


Figure 4.11.5 Continual skills training and development

Figure 4.11.5 illustrated that 50% of the responded feel continual skills training and development can be utilised as a retention strategy, 29% agree, 12% responded neutral, 8% disagree and an insignificant percentage (1%) responded that they strongly disagree.

Training is one of the effective strategies many employers have been implementing to retain employees. Employees see the potential brought by training as some training not only develops employees for the current positions, but it also prepares them for future employment opportunities externally (Buykx et al., 2010). Trained employees have a tendency of staying longer than un-trained employees (Hanif et al., 2013).

#### 4.11.6 Opportunities for personal growth and career advancement

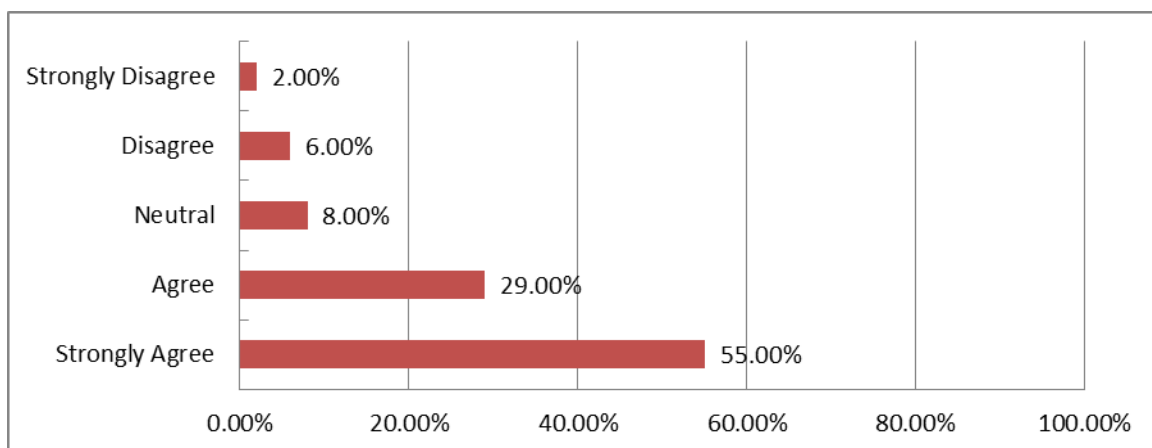


Figure 4.11.6 Personal growth opportunities and career advancement

Figure 4.11.6 showed that 55% of the respondents agree that strategies where opportunities for personal growth and career advancement are made available employees can prevent

employees from leaving Department of Health, 29% agree, 8% responded neutral, 6% disagree and only 2% strongly disagree.

#### 4.11.7 Employee empowerment – involvement in goal setting and decision making

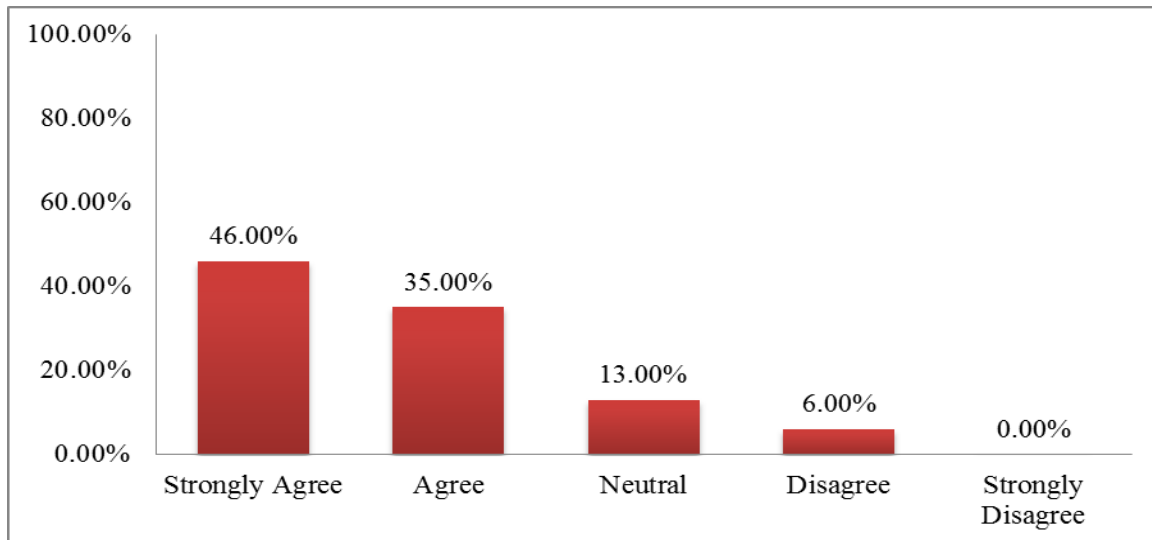


Figure 4.11.7 Employee empowerment and involvement in goal setting and decision making

Figure 4.11.7 illustrated that 46% agree with the statement that employee empowerment can prevent them from leaving, 35% agree, 13% responded neutral, 6% disagree.

Results above proved that this strategy can be implemented in Department of Health – uMkhanyakude district as 81% agreed that it can prevent them from leaving. When employees are given a voice and opportunity to participate in making organisational objectives and important decisions including setting goals, level of empowerment and job satisfaction increases (Grissom, 2012).

#### 4.11.8 Employee assistance programmes and work and life balance

	<b>Employee assistance programmes - counselling</b>	<b>Work and family balance</b>
<b>Indication</b>	<b>Percentage</b>	<b>Percentage</b>
Strongly Agree	48%	48%
Agree	33%	36%
Neutral	16%	13%
Disagree	2%	0%
Strongly Disagree	1%	3%

Table 4.11.8 Employee assistance and work life balance

In Table 4.11.8 depicted responses of respondents on the extent they agree that employee assistance programme and work and family life balance strategies can prevent employees from leaving department of Health.

Looking at the first strategy, it is attributed that 48% strongly agree, 33% agree, 16% were neutral, 2% responded that they disagree and 1% strongly disagree.

With regards to the latter strategy, 48% responded that they strongly agree, 36% agree, 13% were neutral and 3% strongly disagree. Results showed that both these strategies are rated high and are believed to be having potential to prevent employees from resigning.

Employees have differing views with regards to balancing work and life balance (Hanif et al., 2013). Older employees seemed to be loyal and spent long years within same companies. Younger employees view life outside work as important as work life, hence they prefer flexible positions where they are able to strike a balance between the two (Hanif et al., 2013). Loyalty is not to the organisation only but to employees' life too.

#### 4.12 Competitive salary package and job characteristics

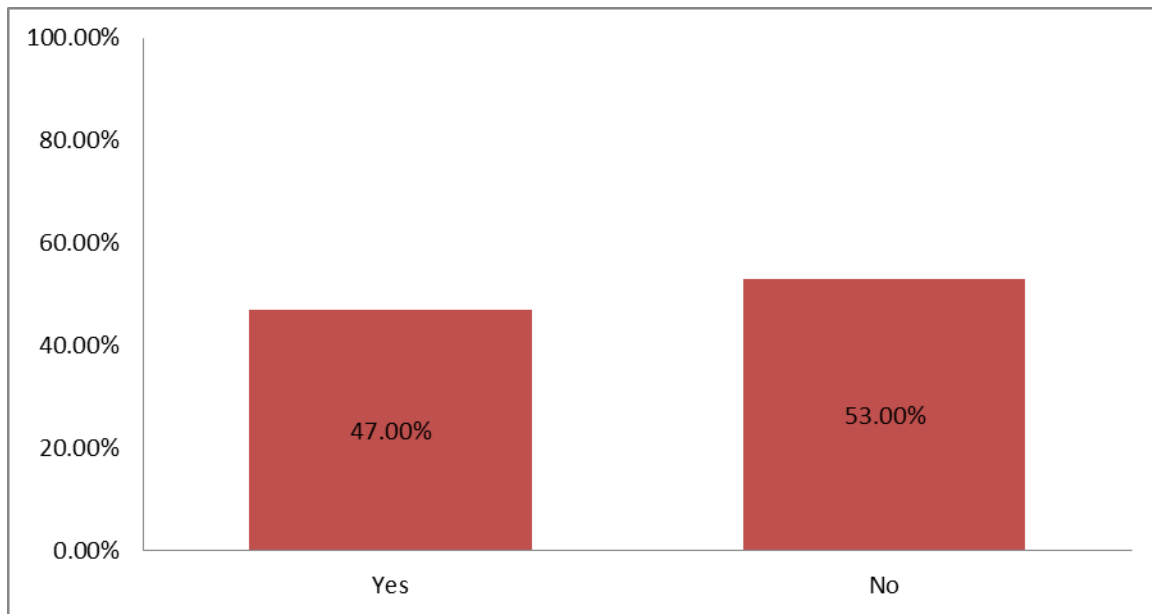


Figure 4.12.1 Competitive salary package and job characteristics

Figure 4.12.1 illustrated responses towards answering the question on whether competitive salary package is more important than job characteristics. 47% responded that competitive salary package is important and 53% responded that it is not important

Job characteristics are more important than competitive salary package. Characteristics of the job involve skill variety, task identity, task significance, autonomy and feedback (Kreitner and Kinicki, 2008). These are things like physical demand of the job, work environment and conditions and, meaningfulness of the job and the degree of deciding when and how to carry ones job (Gberevbie, 2010). These results proved that when employees are dissatisfied with job characteristics, they are bound to resign even if the salary package is competitive and lucrative.



#### 4.12.2 Job characteristics and organisational culture and management style

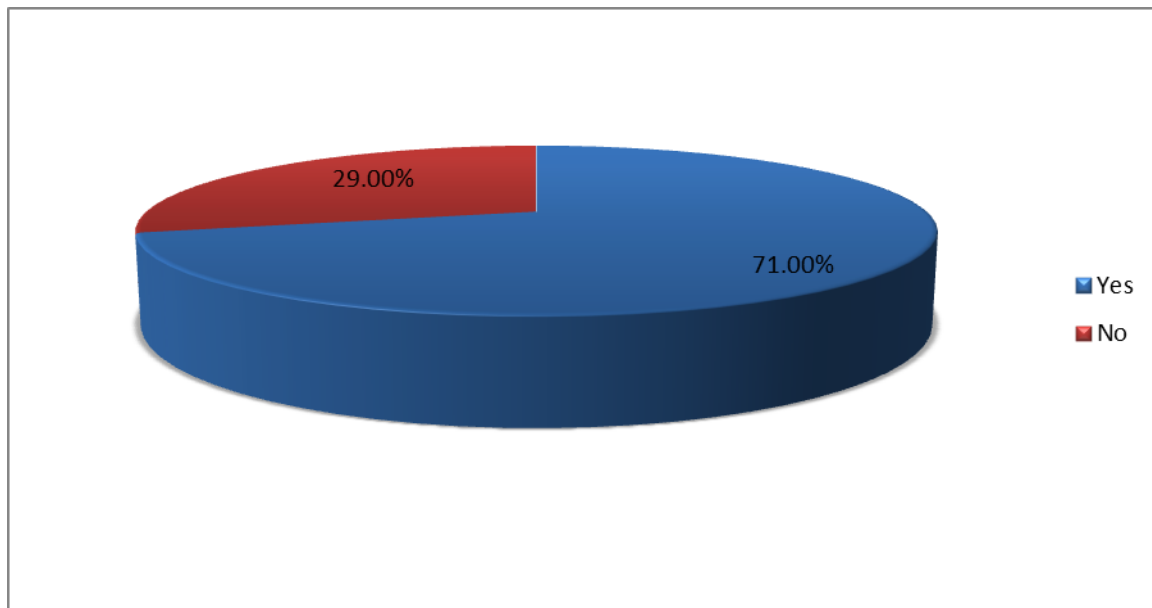


Figure 4.12.2 Job characteristics and organisational culture and management style

The question asked to the respondents was “If satisfied with type and characteristics of the job, dissatisfaction with organisational culture and management style will not drive them to resign”

Figure 4.12.2 above showed that 53% responded that competitive salary package is not important than characteristics of the job, 71% of the respondents responded that dissatisfaction with organisational culture and management will not drive them to resign if they are happy with job characteristics

The results clearly proved that satisfaction with job characteristics is more important than organisational culture, management style and competitive salary package.

#### 4.13 Objective 5: To establish the effectiveness of the retention strategy / strategies in Department of Health – uMkhanyakude. (Section 6, Question 6.1, 6.2, 6.3)

##### 4.13.1 Knowledge of the retention strategies

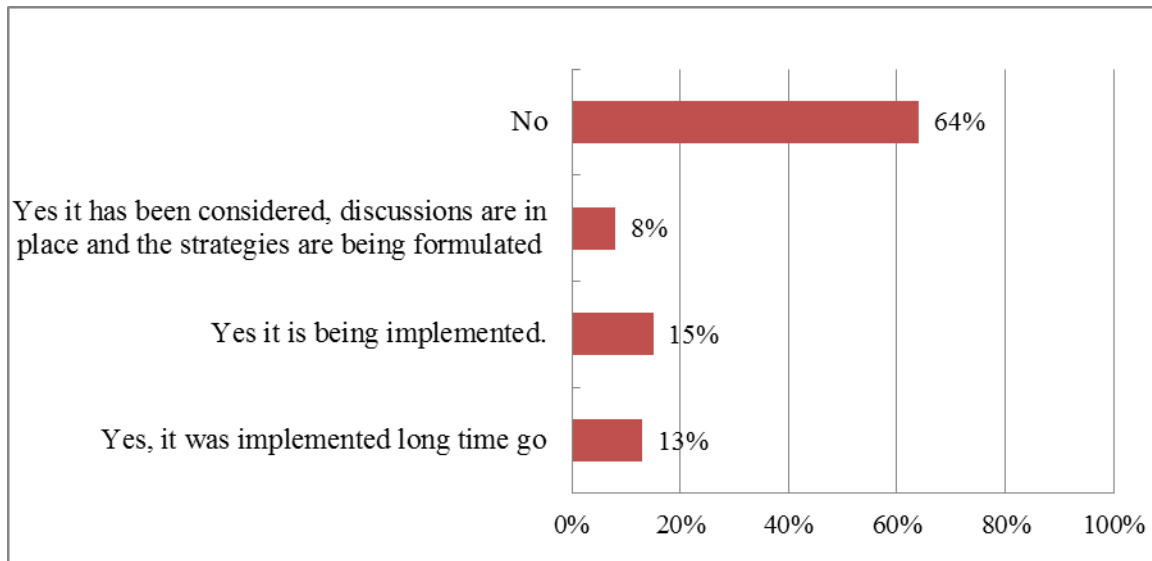


Figure 4.13.1 Employees' knowledge of the retention strategies

Respondents were asked to indicate if they have knowledge of the retention strategy / strategies in Department of Health in uMkhanyakude district.

Figure 4.13.1 it is illustrated that majority of the respondents (64%) responded that 'no' they do not have knowledge about retention strategies, 8% responded that 'yes' retention strategies have been considered, discussions are in place and strategies are being formulated, 15% responded that 'yes' they had knowledge retention strategies are being implemented and only 13% responded positively and confirmed that yes the strategies have been implemented long time ago.

The results proved that there are no sound and known retention strategy at Department of Health in uMkhanyakude district as majority of employees do not have knowledge of any retention strategy or strategies. Lot of work has to be done to promote and market retention strategies.

#### 4.14 What strategies should Department of Health focus on?

##### 4.14.1 Training and development

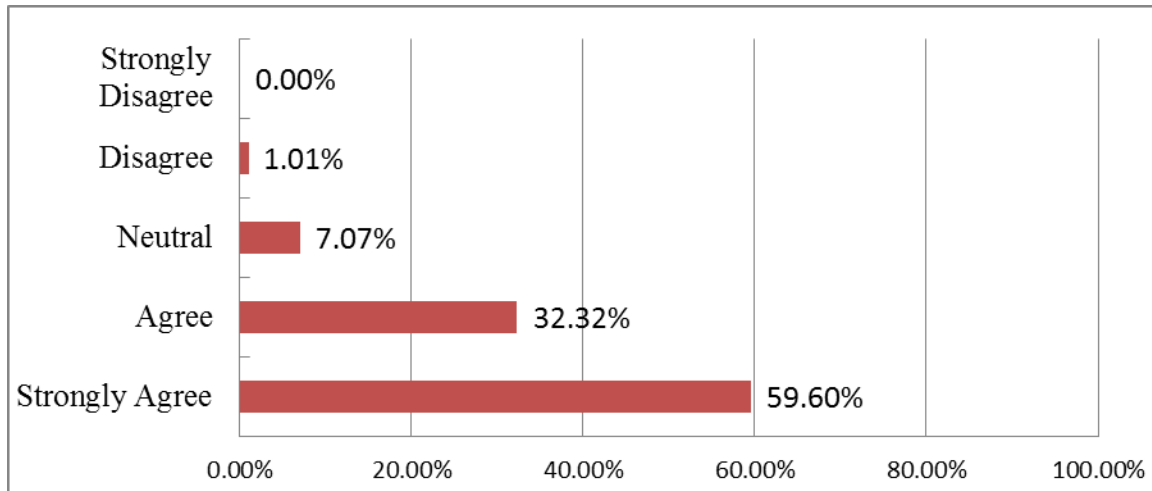


Figure 4.14.1 Training and development

Figure 4.14.1 showed that the highest percentage (59.60%) responded that they strongly agree that Department of Health –uMkhanyakude district should focus more on this strategy to be able to retain employees. 32.32% agree, 7.07 responded neutral and 1.01 responded that they disagree.

##### 4.14.2 Succession planning

Succession planning	
Indication	Percentage
Strongly Agree	47.47%
Agree	41.41%
Neutral	11.11%
Disagree	0.00%
Strongly Disagree	0.00%

Figure 4.14.2 Succession planning

Figure 4.14.2 illustrated that 47.47% strongly agree that the Department’s focus should be on succession planning, 41.41% agree and 11.11% responded neutral. It is notable that none of the respondents disagreed with this statement.

Succession planning can be used both as a retention strategy as well as a an approach of encouraging employees to work hard knowing that there are opportunities for progression to the next level (Munsamy and Venter, 2009).

### 4.14.3 Competitive salaries

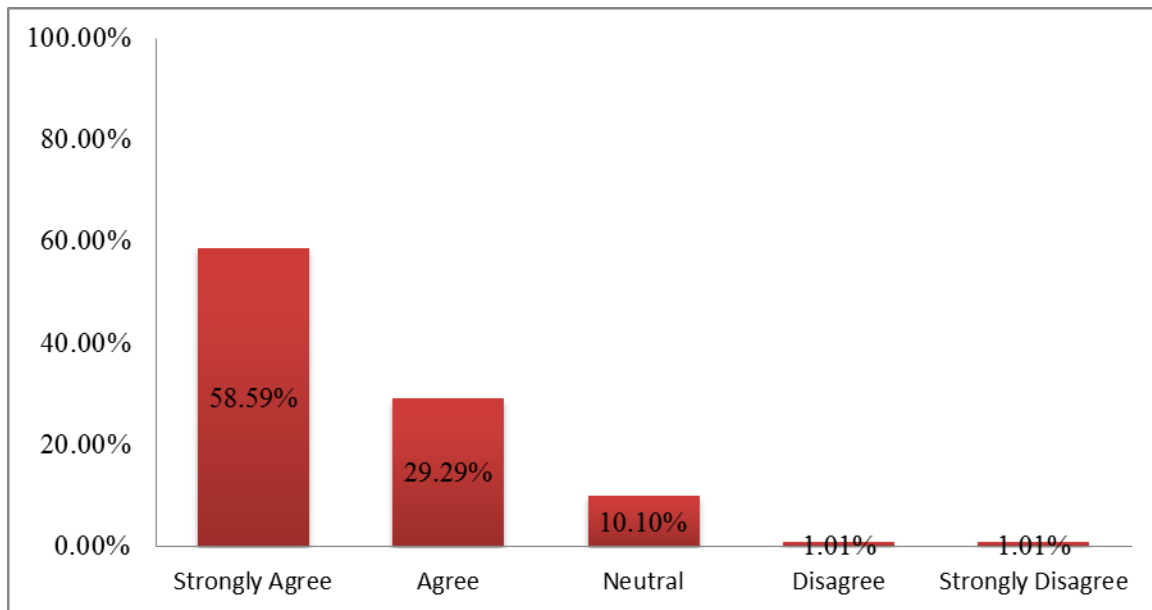


Figure 4.14.3 Competitive salaries

In Figure 4.14.3 it is illustrated that 58.59% strongly agree and 29.29% agree that competitive salaries should be focused on. 10.10% were neutral, 1.01% disagree and another 1.01% strongly disagree. It is proven that competitive salary package should also remain the main focus if Department of Health intends to retain its employees.

Many factors have been identified to be motivating employees, and many strategies have proven to be successful in retaining employees (Hanif et al., 2013; Robbins et al., 2009). Competitive salary packages have in many cases been among those top factors and strategies (Hanif et al., 2013).

#### 4.14.4 Employee empowerment

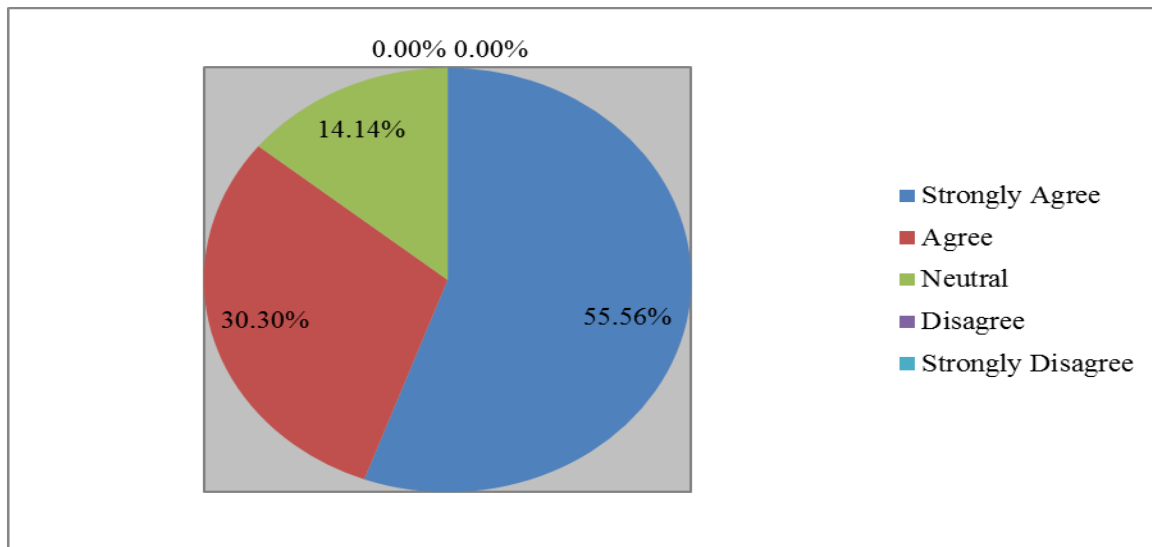


Figure 4.14.4 Employee empowerment

Figure 4.14.4 demonstrated that 55.56% of the respondents strongly agree that employee empowerment strategy should be a central focus in trying to retain employees, 30.30% agree and 14.14% responded neutral. There are no respondents who disagreed with this statement.

#### 4.14.5 Mentoring and support from management

Mentoring and support from management	
Indication	Response
Strongly Agree	56%
Agree	34%
Neutral	7%
Disagree	2%
Strongly Disagree	1%

Table 4.14.5 Mentoring and support from management

Table 4.14.5 showed that 56% strongly agree, 34% agree, 7% neutral, 2% disagree and a tiny percentage (1%) strongly disagree. It is attributed that majority of respondents (90%) believed that mentoring and support that is provided by management to subordinates is very essential in retaining employees. This is due to the fact that implementation of most HR practices relies on line managers (Kuvaas and Dysvik, 2010). It is line managers who are responsible for recruitment, making rewards decisions, promotions, performance appraisals and many other things (Kuvaas and Dysvik, 2010). All these factors lead to motivation.

#### 4.15 Effectiveness of current retention strategies

Strategy	Implement %	Improve %	Successful %	Total Percentage
Training and development	22.22%	66.67%	11.11%	100%
Succession planning	44.44%	48.48%	7.08%	100%
Competitive salaries	34.34%	52.53%	13.13%	100%
Non-monetary rewards and recognition	38.38%	54.55%	7.07%	100%
Empowerment of employees	33.33%	58.59%	8.08%	100%
Diversity awareness and related training	33.33%	61.62%	5.05%	100%
Mentoring and support from management	26.26%	68.69%	5.05%	100%
Employee assistance – counselling on work and personal problems	36.36%	60.61%	3.03%	100%
Performance management and appraisal system	32.32%	57.58%	10.10%	100%

Table 4.15 Effectiveness of current retention strategies at Department of Health

Respondents were asked to indicate whether they feel the strategies above were successfully implemented, have to be improved or they are not implemented hence the district need to implement them.

From Table 4.15 it is attributed that none of the listed strategies are working effectively at Department of Health uMkhanyakude district since all the percentages of responses under successful had ratings which were  $\leq 13.13$ . The bigger percentages are spread between improve and implement with improve having higher percentages.

It can be highlighted that a huge percentage (66.67%) responded that training and development has to be improved, 22.22% responded that this strategy is not implemented hence the district should implement this and 11.11% responded that this strategy is successful.

54.55% responded that non-monetary rewards and recognition should be improved, while 38.38% responded that it has to be implemented and 7.07% responded that it is successful.

61.62% responded that diversity awareness and related training has to be improved, 33.33% responded that it has to be implemented and only 5.05 responded that it is successful.

68.69 responded that mentoring and support from management has to be improved, 26.26% responded that it has to be implemented and 3.03% responded that it is successful.

60.61% felt employee assistance – counselling on work and personal problems has to be improved, 36.36 felt this strategy has to be implemented and only 3.03% responded that is successful.

#### **4.16 Summary**

The analysis of data showed exciting findings. Most employees in Department of health uMkhanyakude district work because they want to make a difference. The majority of health care and allied workers resign for better employment opportunities somewhere. This is normally due to availability of opportunities for health care and allied workers all the time. It is proven that problems that lead to resignation vary from one individual employee to the other. This is dependent on age and qualifications. Presence of other problems can lead to dissatisfaction. Various factors motivate employees to stay within an organisation. What motivate one employee is not guaranteed to motivate the other. Job satisfaction is the major motivating factor. Competitive salary package can be high among the list of motivating factors, but using that strategy alone is not guaranteed to retain employees. The effects of employee resignation affect both the organisation and remaining employees. Resignation expose remaining employees to challenging opportunities while at the same time other employees see that as extra work. The expectation to do more than capabilities and not recognising employees for outstanding performance are some of the problems which can drive employees to resign. If resignation are not maintain well, excessive resignation can also prompt remaining employees to resign. Most employees do not know about retention

strategies in Department of Health – uMkhanyakude district. Currently there is no retention strategy that is seen to be working hence the Department has to improve in and implement most strategies.

In the next chapter the recommendations and conclusions based on the findings will be suggested for Department of Health. Limitations of the study will also be outlined.



## **CHAPTER 5**

### **RECOMMENDATIONS AND CONCLUSION**

#### **5.1 Introduction**

In this last chapter the research findings will be summarised. The conclusions will be based in the problem statement, research aim, research questions and objectives which are found in the first chapter. The recommendations on what effective strategies can be considered and adopted to retain health care professionals and allied workers in Department of Health will be suggested. These will be based on Chapter four of the study.

#### **5.2 Research implications**

The research has made contribution to scholarship by identifying factors that motivates health care professionals and allied workers in the rural areas.

The research has also contributed to scholarship by proving similar contributions as it has been proven that although exorbitant salary packages have the potential of motivating employees, but that alone cannot prevent employees from leaving. There are other job characteristics, organisational and individual factors which motivate employees and keep them satisfied

The recommendations from this research will assist Department of Health to formulate strategies that will prevent employees from leaving.

This study was conducted in a rural area, similar studies can be replicated in Department of Health in urban areas to establish if the problems driving employees to resign in rural areas are the same as those driving employees to resign in urban areas.

#### **5.3 Discussion**

The responses to a questionnaire were analyses to arise / arrive to the findings as outlined in chapter four. This part summarises the findings as aligned to the five research objectives.

The findings showed that employees work for department of health because they like to make a difference. This is attributed to the fact that 76% respondents responded that they work because they want to make a difference.

Only 43.27% is considering leaving the Department of Health. From the findings it is proved that employees leave for various reasons as responses given spread across five reasons. The

highest percentages were 31.7% who wanted to leave as it will be their time for retirement and 29.41% who wanted to leave for better employment opportunities.

### **5.3.1 Perceived problems driving employees to resign**

The findings showed that age can be one of the factors that cause employee to leave. It can be confirmed that employees may consider leaving even if there are no substantial organisational or work related problems.

Generally the country has a problem of having scarce qualified, skilled and experienced health care and allied professionals. Revitalisation of primary health care strategy is aimed at decentralising services to facilities and ward-based levels. This has also created a number of positions both in urban and rural areas. The demand for employees with such skills is more than the supply as a result these employees will always look for better employment opportunities. Unfortunately for most of health care and allied workers, positions in urban areas are always the most preferred.

Expecting employees to do more than own a capability was on top of the list which proves that this is one of the major problems. Excessive and unmanaged resignation normally results to remaining employees doing work than what was allocated contractually. In the health sector where the problem is not only retaining employees but also attracting new employees to fill vacancies is also a major challenge, expectations to do more work is very common. Expectation or requesting that the remaining employees assume this extra work can be viewed as breaching contracts between these employees and the employer (Payne et al., 2000). This is a problem and it demotivates employees.

Most employees want to be recognised for the good and outstanding performance. If management is recognising this employees are bound to be demotivated and look for other organisations and managers where their exceptional performance will be recognised. This was evident in the findings of this study as 27.45% strongly agreed and 33.33% agreed that not recognising outstanding performance was a problem in Department of Health in uMkhanyakude.

Uncompetitive salary package is still regarded as a problem as it was among the top list of problems that are perceived to be driving employees to leave in Department of Health in

uMkhanyakude. This supports the findings in Bryant and Allen (2013), where it was concluded that paying market related salary packages should still be used as a strategy to increase employee tenure (Bryant and Allen, 2013). Not all employees view uncompetitive salary packages as a problem which means that this problem alone will not drive employees to resign. This strategy is to be used in conjunction with the other strategies.

Unavailability of opportunities for personal growth and career advancement was the fourth from the list of the top problems. According to Robbins et al., (2009), growth and advancement fall within the list of factors that lead to extreme satisfaction which proves why respondents in Department of Health in uMkhanyakude responded that unavailability of these opportunities push them to resign.

### **5.3.2 Factors motivating employees to stay**

The findings of this study concur with most research findings as it was proven that job satisfaction is the key motivating factor. The basis for job satisfaction comes from other factors such as from the job itself, the work environment, management styles, relations with other colleagues and benefits of the job. This suggests that bringing in and improving other factors can make employees feel positive about their jobs as a result of its characteristics. This proves findings in Adzei and Atinga (2012) in confirming that there is a positive connection between job satisfaction and motivation. It is rare to find a motivated employee who is not satisfied with his or her job. 63% and 18% of the respondents rated job satisfaction as the most important factor in keeping them motivated.

Training and development is used by many organisations as a talent management strategy as it has always proven to retain employees for long within their current organisations. 70% of the respondents 43% strongly agree and 27% agreed that training and skills development opportunities is a motivating factor. On-going training and development of employees' skills not only enhances their skills for the current positions, it also equip them and prepare them with skills and abilities to take on future opportunities and responsibilities either within the same organisation or externally. Skilled employees are motivated, confident and produce high quality work which is good for organisational productivity and profitability.

Empowerment of employees motivates and provides them employees with an urge to take responsibility for their own employment activities. This is easily achieved by involving them in decision making and seeking their opinions regarding how their jobs is to be performed. It

is therefore not surprising that 67% of the respondents agreed that feeling of empowerment motivate them to stay within Department of Health in uMkhanyakude district. Empowerment motivate employees to feel positive about their jobs as they control and own how the work is done including how decisions are made because they are part of the process.

Opportunities for promotions, personal growth and advancement proved to be motivating employees to stay in Department of Health. The findings of the study showed that the same percentage (58%) of the employees responded that these two factors were the second most important. Promotion of lower level internal staff to senior positions when other employees resign has the ability to motivate the remaining employees in Department of Health - uMkhanyakude. Knowing that external employees are considered first to fill vacant posts enable acceptance of additional responsibilities with enthusiasm as this is regarded as a chance to prove oneself for consideration when these vacancies have to be filled (Munsamy and Venter, 2009).

### **5.3.3 The effects of employee resignation**

The effects of employee resignation proved to be negative and positive. The results proved that resignation of employees affect both the employees and Department of Health. Most employees (60% strongly agree and 25% agree) felt that resignation leads to increased workload for the remaining employees. This is a challenge as it decreases motivation level and satisfaction with the job. Not all employees view assumption of extra responsibilities as a time to prove themselves. Some view it as a stressful activity if they are not equipped and skilled to perform those duties successfully. It is also a problem if appointment of the employees who are acting to these positions is not always guaranteed. Another problem is that sometimes Human Resources take long to fill vacancies because it is not easy to attract health care professionals and allied workers for positions in rural areas.

Employee resignation in uMkhanyakude is also viewed as a positive effect as most employees (73%) agreed that resignation results to job enlargement and exposure to challenging opportunities. The high performers are always eager to learn new things about their job aspects or about new roles in an organisation. Unfortunately this is sometimes only possible when other employees resign.

Employee resignation leads to excessive increase in training costs. Unfortunately these huge costs cannot be prevented as most resignations are unplanned and new employees have to be

trained so that they are able to perform at the optimal level. The new employees also have to undergo orientation, on-site training and even formal training to fast-track their knowledge and enable quick adaptation to the new role. This is sometimes viewed as a burden to the line managers as they are expected to conduct some form of training.

Like in many organisations, recruitment costs are also a major concern in uMkhanyakude. Advertising to attract best candidates has become so expensive whether this is done through newspapers or through employment agencies. The interview costs not only take time of those in the panel but also the costs of transporting possible candidates to where the interviews are to be held are to be paid by the organisation. Vetting, qualifications validation, police clearance and reference checks are all costly and carry lot of administration for human resource specialist and talent managers.

#### **5.3.4 Retention strategies perceived to be reducing employee resignation**

Effective performance management and appraisal system proved to be one of the strategies that can be implemented to prevent respondents from leaving with 85% attesting to that. Department of Health in uMkhanyakude needs to ensure that hard working employees are recognised and assessed accordingly. The performance rewards should be paid in line with employees' level of performance. Performance management system should be utilised optimally to ensure that poor performing employees are identified including root cause analysis of poor performance. This will enable the department to implement necessary corrective interventions and support to improve the level of poor performance.

Monetary rewards that are linked to good performance are most preferred than non-monetary rewards as 75% responded that they agree that this strategy can prevent them from leaving. In favour of Kavitha et al., (2011) it has again been proven that this strategy not only motivates employees, it also shows organisation's respect and recognition towards employees who are working and performing exceptionally (Kavitha et al., 2011).

Paying competitive salary packages always have to be used as a retention strategy. As much as this strategy alone is not the only winning strategy, evidence shows that it has to be adopted, implemented and maintained together with other strategies to retain employees.

Opportunities for personal growth and career advancement are among the top strategies which are believed to be reducing employee resignation. Most employees prefer organisation

that not only care about what benefits the organisation, but they also prefer those organisation that care about building and enhancing employees' competencies and knowledge. Budget has to be made available for continual skills training and development. This will not only motivate and retain employees but will also ensure provision of quality services.

Provision of employee assistance programmes and implementing approaches to ensure work and life balance is guaranteed to prevent employees from leaving Department of Health uMkhanyakude as 84% respondents confirmed that this strategy can work.

The findings showed that employees in uMkhanyakude can be prevented from leaving by empowering and involving them in goal setting and decision making as an overwhelming 81% responded that they agree to this statement. These findings proved to support Ellenbecker and Cushman's work in proving that this strategy has a positive effect in increasing level of responsibility, motivation and job satisfaction (Ellenbecker and Cushman, 2011).

Consideration of internal employees when filling vacant posts will undeniably reduce the urge of remaining employees to start looking when other employees leave. This strategy has various benefits as it can prevent the organisation from paying recruitment, orientation and some training costs. It will also ensure that there is continuity in provision of service delivery and implementation of key projects.

Job characteristics which include things like physical demand of the job, work environment, task significance and autonomy are more important than competitive salary for 53% of the health care professionals and allied workers that were surveyed. Job characteristics also proved to more important as 71% confirmed that, if satisfied with characteristics of the job, dissatisfaction with other factors like organisational culture and management style will not drive them to resign.

### **5.3.5 Establish the effectiveness of current retention strategies in Department of Health**

Most of the employees (64%) do not have any knowledge of the retention strategy / strategies that are currently being implemented by the Department. It is suggested that the organisation adopt and implement strategies to retain employees. Employees should be made aware of the retention strategies that have been adopted as this will show that the organisation care for its current talent.

The following are the strategies which the Department need to concentrate more on if they aim to retain employees:

- Training and development of staff
- Implement succession planning
- Empowerment of employees
- Provision of mentorship and support to staff from management
- Competitive salaries
- Talent Management

It can be concluded that none of the retention strategy / strategies are working effectively within the Department of Health as there was no suggestion from the responses that there is any successful strategy.

Training and development of employees is being implemented to a lesser extent as the larger percentage suggested that there is greater need for improvement Succession planning is slightly happening but the largest percentage (44%) felt that this strategy needs to be implemented. Non-monetary rewards and recognition needs to be improved.

Most employees responded that the following strategies are being implemented to a lesser extent as the largest percentages recommended that there is greater need for improvement:

- Training and development
- Empowerment of employees
- Mentoring and support from management
- Diversity awareness and related training
- Employees assistance – counselling on work and personal problems
- Performance management and appraisal system

#### **5.4 Recommendations to solve research problem**

From the analysis of data the following is recommended:

- The filling of vacancies should be fast-tracked because performance of extra duties by the remaining employees for a longer period of time is stressful to these employees and automatically creates the desire or intention to leave even if there was a plan to stay longer.
- Robust talent search and management including thorough recruitment strategies should be implemented to attract and retain employees who match and have the right fit with the organisational culture and environment. This will reduce recruitment costs as it will ensure that Department of Health does not appoint employees who stay only for few months and leave.
- Nurturing of talent should be an on-going activity in retaining employees for a longer period of time. Employees join organisations because they like and associate with them, and leave when what they believed organisations to be disappears or changes. Organisational image, reputation, vision, mission and values are to be maintained at all times to retain key talent.
- Abiding by contractual obligations should be maintained at all times as deviation from such is viewed by many employees as disrepute and they resort to leaving immediately. Even if there is a slight change from what was agreed upon (e.g. number of sites to visit, number of staff to supervise), the Line Managers should consult with the respective employee/s to make amendments, agree on the new contractual obligations and terms and also agree on expectations to always maintain effective working relationship
- Department of health in rural areas should not utilise competitive salary packages and benefits like rural allowance to retain its employees as this strategy alone does not have potential to prevent skilled and experienced health care professionals and allied workers from leaving. The demand for such employees by Department of Health in urban districts, and also in the private sector surpass the supply as a result salary packages should be more than competitive and identified problems that demotivates employees should be addressed.



- Expecting employees to do more than own capabilities and not recognising outstanding performance are major problems. Since the Department is currently faced with a challenge of filling vacancies an analysis of whether those performing more functions is to be done to establish whether they are coping. If not support from management is to be provided. The important activity to embark on is devising creative ways to recognise and applaud excellent performers. Non-monetary rewards should be provided as these also proved to be one of the motivating factors and is suggested as a strategy that can be adopted to retain employees.
- It has again been proven beyond reasonable doubt that intrinsic motivation and job satisfaction is what makes employees to stay for longer within Department of Health. The factors that bring motivation and satisfaction with the job vary from individual to individual. Employees should be empowered by involving them in decision making including discussions on how their jobs should be done as this improves self-efficacy, responsibility and therefore motivation to stay. Provision of relevant benefits makes employees value their jobs and organisations. Training and developing employee skills including developing their careers motivate employees to stay as they are guaranteed that the organisation also cares about their development.
- Leadership and management should provide direction by clearly defining and communicating strategic organisational goals and objectives. This is very important as employees need to work and align their performance towards achieving organisational goals. Outlining these eliminates confusion and creation of unnecessary expectations.
- Consideration of internal staff in lower positions first when filling vacant positions should be adopted as employees view this as progression in their careers. There is a need for succession planning, training and grooming to prepare lower level employees to take over management and senior level positions as and when they become vacant. This is greatly needed as the highest percentage responded that they will be leaving due to retirement.
- Management should make the work environment to be conducive to employee needs. The focus should not be on service delivery only but staff wellness and employee assistance programmes need to be strengthened. Qualified professionals should be available to look after employees' psychosocial support or psychological needs.

- Workplace and line managers should be not rigid. There should be balance between work and life balance. Employees have family needs and the organisation also have its need. Both of these should be respected and reasonable terms and working times should be negotiated between line managers and employees. A balance should be strike between being there for work demands as well as own personal demands outside work.
- Department of Health should formulate and adopt retention strategies, and ensure that these are communicated to all employees within the department. This will show employees that the organisation value their presence and contribution towards the company. Employees will know what the organisation has planned in ensuring that employees are kept satisfied and motivated.
- Management should improve the level of support and mentorship that they provide to the employees. In an environment where there are lot of vacant positions and employees are expected to do more than own capabilities, on-going and noticeable recognition as well as acknowledgement of exceptional work should be done.
- Support should also be provided in the form of ensuring that employees are provided with enough resources, tools and equipment to carry their duties successfully. This will improve staff morale and decrease the feeling of being over – burdened with work.

### **5.5 Study limitations**

The following are the challenges and limitation that were identified while conducting this study:

- The collection of data was done over a short period of one month due to the fact that the study had to be completed timeously to be able to submit by the allocated timeline.
- The study findings could not be generalized to the whole of Department of Health in KwaZulu Natal because the population was confined to uMkhanyakude district and the three hospitals in uMkhanyakude district.

- Sample size was not large enough included to generalise to all Department of Health districts located in rural areas.
- One hundred and nine respondents (109) started the questionnaire, but only ninety nine (99) completed the whole questionnaire as some felt the questionnaire was long.
- Although the district had given approval, getting approval from Bethesda hospital was a challenge as a result finding respondents from this hospital did not materialise.

### **5.6 Recommendation for future studies**

The limitations identified do not compromised the findings of the study. Department of Health in uMkhanyakude will benefit from the findings of the study and implementing recommendations from this study.

The following are recommendations for future studies are:

- The same study can be replicated in the remaining two hospitals.
- When conducting future studies, more time should be allocated for data collection to ensure that all employees who are selected to participate are given enough time to respond.
- The study was aimed at identifying factors and challenges that can be addressed internally by Department of Health hence the external factors like unavailability of suitable accommodation, good schools for children of the employees, water and sanitation including entertainment facilities like cinemas were not assessed. Another study can be conducted to establish to what extent these external factors can drive employees to resign.
- A longitudinal study where a comprehensive exit questionnaire is developed to be completed by all the employees who resign. These can be analysed over time to find out various causes.
- Another study with mixed method design utilising both quantitative and qualitative method can be conducted to identify other factors and challenges that were not explored in this study.

## **5.7 Summary**

The research conducted proved that employee retention is still a major challenge in the Health sector especially in rural areas. It is great that Department has taken an important step to include identification of retention strategies in the District Health Plan as this will provide for implementation of the recommendations.

The analysis of data collected made it possible to solve research problem and answer research questions. The major problems driving employees to resign were identified. The highest percentage of employees is nearing retirement. Expectation of employees to do more than own capabilities, none recognition of exceptional performance, uncompetitive salary package and unavailability of opportunities for personal growth and career advancement can drive employees to resign. Job satisfaction, training and skills development opportunities, clearly defined goals, personal growth opportunities, consistency in application of policies and procedures as well as efficient leadership and management style are the important motivating factors. The employees have no knowledge of retention strategies, and there is currently no strategy that has proven to be successful. A number of strategies which includes training and development, succession planning, non-monetary rewards and recognition, empowerment of employees, diversity awareness and related training, mentorship and support from management, employee assistance programmes as well as performance management and appraisal system need to be improved.

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## Appendix 1: Research Questionnaire

### RESEARCH QUESTIONNAIRE

**Student Name:** Zamanguni Fortunate Kubheka

**Student No:** 971143341

This research is conducted to fulfil requirements to complete Master of Business Administration at University of KwaZulu Natal. The research topic is “**Employee Retention at Department of Health - uMkhanyakude District**”. Respondents are requested to complete the questionnaire.

#### Instructions to the Respondents

1. The questionnaire is divided into 6 sections
  - 1.1 Section 1 – Demographic and general information.
  - 1.2 Section 2 - Perceived problems that drive employees to resign.
  - 1.3 Section 3 – Factors that motivate employees to stay in Department of Health - uMkhanyakude District
  - 1.4 Section 4 – The effects of employee resignation in Department of Health - uMkhanyakude District.
  - 1.5 Section 5 – Effective employee retention strategies.
  - 1.6 Section 6 – Effectiveness of Department of Health – uMkhanyakude’s retention strategy
2. Please be honest and objective as possible when completing the questionnaire.
3. All sections and questions should be answered by placing an “X” in the block that you feel best answers the questions asked.
4. Please note that the questionnaire is anonymous, all the answers provided will be kept confidential. No participants name will be mentioned in the research report.

Your participation is voluntary

#### SECTION 1 – Demographic and general information

Please answer each question by placing an 'X' in the block that describes your response

1.1 What is your sex? **Choose one**

Male	
Female	

1.2 What is your age? **Choose one**

18-30 years	
31-40 years	
41-50 years	
51-60 years	
61-70 years	

1.3 What is your race? **Choose one**

Black South African	
Indian South Africa	
Coloured South African	
White South African	
Not South African	

1.4 What is your highest qualification? **Choose one**

Matric / Grade 12	
1-2 year certificate	
3 year Diploma	
Bachelor's degree	
Honour's degree	
Doctoral Degree	

1.5 What is your position? **Choose one**

Executive Manager	
Senior Manager	
General Medical Doctor	
Specialist Doctor	
Pharmacist	
Senior Nurse	
Other	

1.6 How long have you been employed by Department of Health-UMkhanyakude District? **Choose one**

< 1 year	
1-2 years	
3-5 years	
6-10 years	
11-15 years	
16-20 years	
21-30 years	
31 and more years	

1.7 How long have you been in your current position? **Choose one**

< 1 year	
1-2 years	
3-5 years	

6-10 years	
11-15 years	
16-20 years	
21-30 years	
31 and more years	

1.8 Why do you work for Department of Health – uMkhanyakude District? **Choose one**

I like my job.	I want to make a difference.	For job security as it is a permanent job.	I work for money / benefits.	I have not found something I like as yet.

1.9 Are you considering leaving Department of Health – uMkhanyakude District? **Choose one**

Yes	
No	

1.10 If you have answered **yes in 1.9** above, please choose **one** reason why you are considering leaving.

For better employment opportunities anywhere	
To join the private sector	
To study further	
To start my own business	
Due to incapacity or ill-health	
To stop working and focus on my family	
It will be time for my retirement	

**SECTION 2: To identify the perceived problems that drive employees to resign at Department of Health –uMkhanyakude District.**

Please place and “X” in the block that describe your response. Please choose one answer for each statement.



2.1 The problems listed are perceived to be leading to employee resignation. To what extent do you agree that the problems below drive employees to resign from Department of Health – uMkhanyakude District?

<b>Problems</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
My current salary is not competitive to the market.					
There is lack of employee benefits and incentives.					
There is no performance based increase.					
My current job is not challenging, too much routine work.					
I am expected to do more than I am capable to do.					
There is no recognition for outstanding performance.					
There is no opportunity for personal growth and career advancement.					
Creativity and innovation is not encouraged.					
There is too much bureaucracy that prevents me from getting my job done.					
I do not feel my contribution is valued					
I am not given an opportunity to participate in decision making.					
I feel I do not fit with the organisational culture.					
I feel I am over-worked					
There is no flexibility in terms of working times.					
There is no support and mentoring from superiors.					
There is no fair application of policies and procedures					

There is no tolerance for diversity					
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**SECTION 3: To identify motivating factors for the employees to stay at Department of Health – uMkhanyakude District.**

Please place an “X” in the block that describe your response. Please choose one answer for each statement, 1 (one) being strongly agree and 5 being strongly disagree.

3.1 To what extent do you agree that the following factors motivate you to stay at Department of Health – uMkhanyakude District?

<b>Statement</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
Competitive salary package					
Employee benefits					
Job satisfaction					
Feeling of empowerment					
Career growth and progression					
Training and skills development opportunities					
Flexible working hours					
Employee involvement and participation in decision making.					
Supportive work environment					
Identification with organisational culture					
Work-life balance					
Challenging job opportunities or assignments					
Good leadership and management style					
Safe working environment					
Recognition and rewards for outstanding performance					
Clearly defined organisational goals					
Flat organisational structure					
Fair and consistent application of policies and					

procedures					
Incentives for working overtime					
Employee assistance programme looking after welfare of employees					

3.2 Given the following factors as the ones that can motivate you the most when deciding to stay or leave Department of Health – uMkhanyakude District. Please rate the following factors **from 1 to 5** (1 being the most important factor and 5 being the not important factor)

Statement	Most important				Not Important
	1	2	3	4	5
Competitive salary and benefits					
Efficient leadership and management style					
Identification with organisational culture and values					
Job satisfaction (i.e. positive feeling about your job as a result of its characteristics).					
Recognition for outstanding performance					
Personal growth and advancement opportunities					
Opportunities for promotions					
Good relations with co-workers					
Flat organisational structure which fast track decision making					

**SECTION 4: To ascertain the effects of employee resignation in Department of Health – uMkhanyakude District.**

Please place and “X” in the block that describe your response. Please choose one answer for each statement

4.1 Employee resignation affects both Department of Health – uMkhanyakude District and remaining employees. Would you agree that the following are the effects of employee resignation at

Department of Health – uMkhanyakude District? Please rate on a scale of 1 (one) to 5 (five) where 1 (one) is strongly agree and 5 (five) is strongly disagree.

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Loss of skilled and experienced employees.	1	2	3	4	5
Understaffed and less qualified workforce					
Increase in recruitment costs.					
Induction costs					
Increase in training costs, as new employees need training and induction.					
Increase in work load to the remaining employees.					
Job enlargement –Exposure to challenging responsibilities and learning of new skills for the remaining employees.					
Non delivery of services to the public.					
Loss of organisational knowledge.					
Promotion opportunities for the remaining employees.					
Fresh ideas, skills and knowledge from newly appointed external employee.					
Organisational performance decreases					
Lower employee morale in the remaining employees					
Conflict between management and remaining employees.					
Remaining employees also feel the urge to leave					

**SECTION 5: To determine retention strategies which are perceived to be reducing employees’ resignation.**

Please place and “X” in the block that describe your response. Please choose one answer for each statement

5.1 The following retention strategies are perceived to be reducing employee’s resignation.

To what extent do you agree that the strategies below **can** prevent you from leaving Department of Health – uMkhanyakude District?

<b>Strategies</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
Clearly communicated recruitment and talent management strategy					
Consideration of internal talent first when filling vacant posts.					
Non-monetary rewards and recognition initiatives for excellent performance.					
Effective performance management and appraisal system					
Monetary incentives linked to good performance					
Succession Planning					
Employee empowerment strategies (i.e. appreciation and involvement in goal-setting and decision making)					
Involving employees in challenging work assignments and job enlargement					
Continual skills training and development					
Opportunities for personal growth and career advancement					
Management of perceptions with regard to what employers agreed to offer employees in relation to what employees committed to offer the organisation					
Team building initiatives					
Competitive salary packages and benefits					
Employee assistance programmes – counselling					
Work and family balance -					

5.2 Competitive salary package is more important than characteristics of my job? **Choose one**

Yes	
No	

5.3 If I am satisfied with the type and characteristics of my job, dissatisfaction with factors like organisational culture and management style will not drive me to resign? **Choose one**

Yes	
No	

**SECTION 6: To establish the effectiveness of the retention strategies at Department of Health – uMkhanyakude District**

6.1 Do you have knowledge of employee retention strategies at Department of Health – uMkhanyakude District? **Choose one**

Yes it was implemented long ago	
Yes it is being implemented	
Yes it has been considered, discussions are in place and the strategies are being formulated	
No	

6.2 The following aspects are important to know when employers formulate or review current retention strategies.

Looking at the current state of Department of Health – uMkhanyakude District, I would like you to indicate on a scale of 1 (one) to 5 (five) where “1” means strongly agree and “5” means strongly disagree, what strategies Department of Health – uMkhanyakude District should focus more on to retain employees?

	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
Training and development					
Succession planning					
Competitive salaries					
Non-monetary rewards and recognition					

Empowerment of employees					
Diversity awareness and related training					
Mentoring and support from management					
Employee assistance counselling – on personal and work related problems					
Performance management and appraisal system					

6.3 Now, looking at the same strategies below, please indicate whether these strategies at Department of Health – uMkhanyakude District need to be implemented, improved or they are Successful.

**Implement** means there is nothing in place, **Improve** means there is something in place but it needs to be improved and **Successful** means there is something in place, it is working nothing further needs to be improved. Please **select one** answer for each strategy.

Strategies	Implement	Improved	Successful
Training and development			
Succession planning			
Competitive salaries			
Non-monetary rewards and recognition			
Empowerment of employees			
Diversity awareness and related training			
Mentoring and support from management			
Employee assistance -counselling on personal problems and work related problems			
Performance management and appraisal system			

*Thank you very much for your participation*

## Appendix 2: Ethical Clearance



12 September 2013

Mrs Zamanguni Fortunate Kubheka 971143341  
Graduate School of Business & Leadership  
Westville Campus

Protocol reference number: HSS/0930/013M  
Project title: Employee Retention at Department of Health – uMkhanyakude District

Dear Mrs Kubheka

**Expedited Approval**

I wish to inform you that your application has been granted Full Approval.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number. Please note: Research data should be securely stored in the discipline/department for a period of 5 years.

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

Yours faithfully

  
.....  
Dr Shenuka Singh (Acting Chair)

/ps

cc Supervisor: Mr Steven Msomi  
cc Academic Leader Research: Dr F Munapo  
cc School Administrator: Mrs W Clarke

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Founding Campuses: ■ Edgewood ■ Howard College ■ Medical School ■ Pietermaritzburg ■ Westville





## Appendix 3: Turn-it-in Report

Turnitin Originality Report

Dissertation -final draft - Z.F. Kubheka by Zamanguni Kubheka

From Final draft (Dissertation 2013)

- Processed on 28-Nov-2013 9:04 AM CAT
- ID: 378033927
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Class: MBA2

Assignment:

Paper ID: [272447971](#)

3

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4

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[Library Hi Tech News, Volume 30, Issue 8 \(2013-10-19\)](#)

7

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128

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**10**