

UNIVERSITY OF KWAZULU-NATAL

**retention of Black Skills at an electronics engineering company in
KwaZulu-Natal**

By

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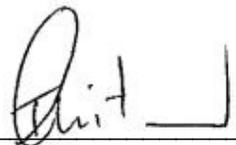
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Firstly, I would like to thank GOD for guiding me to make the right decisions in life and creating endless possibilities and opportunities.

I would express my eternal gratitude to my amazing wife who encouraged me to embark upon this journey and stood as my pillar of strength during this process. You are my inspiration and this would not have been possible without the sacrifices you made for me.

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ABSTRACT

The responsibility of companies to address racial demographic workforce imbalances, created by the past Apartheid government, coupled with changes in legislation, have encouraged businesses need for transformation. However, a major shortage of black skills, especially at technical and management levels in the engineering sector, has seen organisations facing the challenge to fulfil government requirements, or risk being penalised. With skilled black employees in high demand, companies are now faced with exigent challenges to attract and retain suitable candidates in order to be competitive within their industries.

Objectives of this study was to identify and assess the impact that key retention factors have on retention of black managers and technically skilled black employees, at an electronic engineering company in the Kwazulu-Natal, and to measure the perception of these employees with regard to employment opportunities external to the company.

In order to achieve these objectives, a research strategy was put in place. A quantitative research approach was chosen and a sample of a total of 59 black employees, comprising of managers and technically skilled staff were invited to participate in the survey.

Statistical analysis of the data collated revealed that while there were many facets of employee retention that were lacking, the most important factor, which was identified as remuneration, together with employee perception of external job opportunities, acted very positively towards staff retention.

This study concluded that the company was well positioned when it came to employee retention, however, it identified risk that should conditions in the external job market change, this could rapidly transition the company negatively regarding its employee retention efforts. Finally the study makes suggestions of factors within the organisation that negatively impact on employee retention, highlighting that these factors may also be contributing to poor organisational performance.

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LIST OF ABBREVIATIONS

A	African
AA	Affirmative Action
BBBEE	Broad-Based Black Economic Empowerment
C	Coloured
df	Degrees of Freedom
EAP	Economically Active Population
EE	Employment Equity
HR	Human Resources
HRM	Human Resources Management
I	Indian
ICT	Information and Communications Technology
Sig.	Significance
Std.	Standard
W	White

1. CHAPTER 1

1.1 INTRODUCTION

Amendments in legislation, specifically the Employment Equity Amended Act (Act No. 47 of 2013) and amendments to the Broad-Based Black Empowerment Act (Act No. 53 of 2003) outlined in Notice 1019 of 2013, has magnified businesses need for transformation, with objectives of addressing the imbalances created by the past Apartheid government. A major shortage of black skills, especially at technical and management levels in the engineering sector, has seen organisations facing the challenge to fulfil government requirements, or risk being penalised with potentially crippling fines. With these skilled black employees in high demand, companies are now, more than ever, faced with challenges to attract and retain skills in order to be competitive within their industries.

1.2 DEFINITION OF TERMS

1.2.1 Black (People)

Black people as defined by the Broad-Based Black Economic Employment Amendment Act, 2013 (Act No. 46 of 2013) as either African, Coloureds or Indians who;

- a) Descended from or were born in South Africa or
- b) Qualified for citizenship in the country prior to 27 April 1994.

For the purposes of this study the term 'black person' or 'black people' is therefore used in a generic manner in line with this definition.

1.2.2 Black Skills

For the purposes of this study the term 'black skills' refers to black people that have competent technical and or management skills.

1.2.3 Economically Active Population

This refers to people who are between the ages of 15 and 64 years old that are either;

- a) employed or
- b) unemployed and seeking employment.

(Commission for Employment Equity, 2013).

1.2.4 Job Satisfaction

Job satisfaction refers to a person's attitudes and feelings towards their job, i.e. a measure of how content or happy he or she is with respect to their job (Robbins, Judge, Odendaal, and Roodt, 2009; Jones and George, 2009; The Institute of Chartered Accountants of Pakistan, 2013).

1.2.5 Motivation

Motivation is described as "*the process that accounts for an individual's intensity, direction and persistence of effort towards attaining a goal*" (Robbins, et al., 2009).

1.2.6 Organisational Commitment

Organisational commitment is the employee's identification with their organisation, organisational goals and the employee's intention to thus remain within that organisation (Robbins, et al., 2009; Jones and George, 2009).

1.2.7 Turnover

Dessler (2013) describes 'turnover' as the rate at which employees leave a company. This is the process when employees exit an organisation. For the scope of this study only voluntary turnover was considered.

1.2.8 Talent Management

Oladapo (2014) defines talent management as the implementation of integrated strategies or systems designed to increase workplace productivity. This is achieved by developing improved processes for attracting, developing, retaining and utilising people with the required skills and aptitude to meet business needs.

1.3 RESEARCH OBJECTIVES

The objectives of this study are:

- to establish factors that negatively impact on the retention of black managers and technically skilled black employees;
- to establish factors that positively impact on the retention of black managers and technically skilled black employees and
- to measure perceptions pertaining to employment opportunities external to the company;

to form input into targeted talent management strategies aimed at black managers and technically skilled black employees at the company, and that may be used as a guideline for similar companies within the industry.

1.4 RESEARCH QUESTIONS

The research questions that this study aims to answer are listed below.

- What are the factors that negatively impact on black skilled employee retention?
- What are the factors that positively impact on black skilled employee retention?
- What is the employee perception of external job opportunities?

1.5 SCOPE OF THE STUDY

The scope of this study is to identify and assess the impact of key retention factors on retention of black managers and technically skilled black employees, at an electronic engineering company in the Kwazulu-Natal, and to measure the perception of these employees with regard to similar employment opportunities in the job market. Questionnaires were administered to employees at the company in question to collect data for the study. The study focusses on the following:

- Identifying key employee retention factors,
- Ranking the importance and weighting the relevance of key retention factors,
- Identifying retention factors that negatively and positively affect staff retention,

- Measuring employee perception of external job market and
- Providing input into a targeted talent management strategy for the company.

1.6 RELEVANCE OF THE STUDY

Legislation requirements have placed black managers and skilled black employees in high demand. Attracting and retaining good candidates have become a major challenge for organisations. The effect of businesses not meeting legislation requirements could result loss of clients and penalties instituted by government.

Talent management is achieved by developing improved processes for attracting, developing, retaining and utilising people with the required skills and aptitude to meet current and future business needs (Oladapo, 2014). Employee retention forms one aspect of a successful talent management strategy. The output of this research will form input into a targeted talent management strategies for the company and maybe used as a guideline for similar companies within the industry.

1.7 LIMITATIONS OF THE STUDY

This research study's outcomes and generalised findings are strongly characterised by certain factors that may be unique to the electronic engineering company at hand. These factors are discussed below.

1.7.1 Age of Respondents

More than a third of respondents are in the above 46 year old age group. This is as a result of the past retrenchments conducted in the company, where only key staff was retained on a 'First-In-First-Out' basis. Due to this, this age group constitutes a large portion of the company, which may be uncommon to other such companies in the industry. One has to then take cognisance of generational differences that may bias responses of respondents.

1.7.2 Qualifications of Respondents

The company surveyed may differ from similar companies in the industry due to the specialised nature of the business it conducts and the technical competency

requirements of its employees. As a result, most black skilled employees are tertiary qualified.

Thus ultimately, the findings of the study may not be applicable to other organisations within the electronic engineering industry and should be used only as a guideline to further research.

1.8 SUMMARY OF THE CHAPTERS

Chapter 1 identifies the background of the research, states the research objectives and questions and outlines the scope of the study and the relevance thereof. The chapter also identifies possible limitations of the study. Key terms used in the study are defined to avoid any misunderstanding during the discussion of the study. The chapter concludes with a summary of chapters to follow.

Chapter 2 performs a review on relevant literature on the study topic of employee retention and motivational theory. It aims to highlight key retention factors pertinent to retention and turnover of employees. Chapter 2 highlights the relevance of this study with regards to skills shortage, Employment Equity and Broad-Based Black Economic Empowerment. The chapter continues to discuss relevant motivational theories to explain job satisfaction and employee workplace behaviour.

Chapter 3 outlines the research methodology employed for this study. The research strategy, research design and approach, population and sample, the data collection instrument, is discussed here. The development of the questionnaire and data collection methods, together with ethical considerations, reliability and validity considerations are further discussed in this chapter.

Chapter 4 discusses and presents empirical results and findings after applying statistical analysis techniques to the primary data collected from the questionnaire. Data analysis was performed to obtain statistical data to the research objectives identified.

Chapter 5 discusses and interprets results obtained in Chapter 4. This chapter provides findings to the overall research objectives. Lastly, this chapter provides recommendations based on the research findings and makes suggestions that may be useful for future research.

1.9 CONCLUSION

The aim of this study is to identify and assess the impact of key retention factors on retention of black managers and technically skilled black employees, at an electronic engineering company in Kwazulu-Natal, and to measure the perception of these employees with regard to similar employment opportunities in the job market.

The findings of this study are intended to provide input into targeted talent management strategies, specifically aimed black managers and technically skilled black employees at the company, and could further be used as a guideline for similar companies within the industry.

The chapter that following reviews the literature relevant to these concepts.

2. CHAPTER 2 – LITERATURE REVIEW

2.1 INTRODUCTION

Gomez-Meija, Balkin, and Cardy (2012) believe that while companies compete for talent in the midst of the most difficult economic environment since the Great Depression, those more likely to achieve and sustain competitive advantage are companies that become successful at attracting, retaining, and motivating good employees.

One of the crucial challenges that organisations face currently is employee retention. While attracting top talent is an arduous task, retaining these strategic employees is even more challenging (Mabuza and Proches, 2014).

The high turnover rate, especially amongst black knowledge workers, makes the attraction, recruitment and retention of these employees important not only to address the historical inequities in the local industry, but also to ensure much needed diversity that organisations need to tap into a bigger market and gain competitive advantage (Khoele and Daya, 2014).

Nevertheless, managers are ignorant to the causes of high voluntary turnover, with an average of about fifty-two percent of them not analysing staff turnover within their organisations (Linhartova, 2011).

The pertinent literature presented and discussed in this chapter aims to highlight;

- employment challenges companies face due to the national skills shortage,
- government policies and legislations that companies need to adhere to that impact on retention of black skills,
- motivational factors and theories most relevant to skills retention and retention strategies and
- contributing factors related to employee retention and employee turnover.

In providing a comprehensive theoretical and contextual framework to address the research topic, “Retention of Black Skills at an Electronic Engineering Company in

Kwazulu-Natal”, the literature also presents specific concepts of employee retention and linkages to job satisfaction. Lastly, various theories related to job satisfaction are also presented.

2.2 SKILLS SHORTAGE

South Africa is currently faced with a major shortage of a skilled and experienced workforce, especially in the science and engineering sectors, which is having a negative impact on South Africa’s economic prospects (Dockel, et al., 2006; Rasool and Botha, 2011). The “*dire shortage of engineers, technologists, technicians and artisans...*” is further supported by the fact that physical and engineering science technicians are rated as the 6th most scarce skill according to the draft National Scarce Skills List: Top 100 Occupations in Demand (Appendix D). Currently there is an estimated shortage of in excess of 70 000 information and communications technology (ICT) professionals and studies show that the number of ICT graduates is on the decline (Plaatjies and Mitrovic, 2014).

The Department of Higher Education and Training; Republic of South Africa (2013) also acknowledges that there is an acute national skills shortage, especially in the engineering and construction fields.

To compound the situation, the Human Resource Development Council of South Africa (2013) states in its annual report that South Africa is not producing the needed number of graduates to address skill shortages within the range of priority sectors. This shortage of suitably skilled professionals negatively effects accelerated economic growth in South Africa (Human Resource Development Council of South Africa, 2010) and will clearly retard South Africa’s global competitiveness (Rasool and Botha, 2011).

Further to this, the need for organisations within the Information and Communications and Technology (ICT) and other industries to conform to government transformation legislations, has been exacerbated by the undersupply of black skills. Poor education system and job reservation policies created under the Apartheid government is seen as one of the contributing factors to the undersupply of black skills (Nzukuma and Bussin, 2011). Furthermore, Kwazulu-Natal’s poor basic service provision, poverty and the lack of opportunities is

described as the major contributor to the highest regional unemployment statistics in South Africa (Ethekewini Municipality, 2012).

In the study titled “Employee retention within the Information Technology Division of a South African Bank”, Mohlala, Goldman, and Goosen (2012) further adds that employee turnover is a further contributor of skills shortage in South Africa. Employers are challenged to retain valuable employees due to aggressive recruiting tactics employed by other organisations in this field. All these factors have made retention of these valuable workers strategically pertinent for such organisations (Dóckel, et al., 2006).

2.3 BBEEE AND EMPLOYMENT EQUITY

The Apartheid regime in South Africa, lasted just under 50 years. During this time, employment, proper services, education and wealth creation was confined to a minority race group, while the majority of the population were purposefully restricted from meaningfully participating in the economy (Department of Trade and Industry: Republic of South Africa, 2014).

South Africa’s democratic transformation has been facilitated by policies such as Affirmative Action, Employment Equity and Broad-Based Black Economic Empowerment. The Employment Equity Act (Act No. 55 of 1998) and Broad-Based Black Economic Employment Act (Act No. 53 of 2003) were legislated to facilitate transformation of South Africa into a non-sexist, non-racist, prosperous and peaceful society (Kruger, 2013).

The Employment Equity Amended Act (Act No. 47 of 2013) and the Broad-Based Black Economic Employment Amendment Act, 2013 (Act No. 46 of 2013), have further magnified businesses’ need for transformation, with objectives of addressing the imbalances created by the past government. Changes in these acts enhance the promotion of BBEE compliance in the workplace in private and public sectors.

However, these policies, coupled with the critical shortage of technically skilled labour have disrupted the labour market by accelerating the legislated need to appoint Black staff. There is, at the same time, an undersupply of candidates

meeting these requirements, due to the education system and job reservation policies created under the apartheid government (van Rooyen, du Toit, Botha, and Rothmann, 2010).

According to Statistics South Africa (2014) the mid-year population estimates for 2014 indicates that the national population of 54 million people, comprises of the following racial demographic; 80.2 percent African; 8.4 percent White; 8.8 percent Coloured and 2.5 percent Indian.

The changes seek to further promote implementation of workplace demographic in-line with employment equity regulations and the race demographic profile of regional or national economically active population (EAP). The proportions of economically active population by region/province is tabled in Table 2.1.

Table 2.1: Economically Active Population Race/Gender vs. Region

Province	Male				Female				Total
	A	C	I	W	A	C	I	W	
Western Cape	17.8%	27.1%	0.2%	7.8%	16.1%	23.9%	0.1%	7.0%	100.0%
Eastern Cape	39.9%	7.7%	0.4%	5.7%	35.5%	5.5%	0.4%	4.8%	100.0%
Northern Cape	28.0%	20.7%	0.1%	4.9%	24.2%	19.0%	0.0%	3.0%	100.0%
Free State	47.1%	1.7%	0.2%	5.3%	40.4%	1.2%	0.1%	4.1%	100.0%
KwaZulu-Natal	42.3%	1.3%	7.3%	3.3%	38.3%	0.8%	4.4%	2.3%	100.0%
North West	52.2%	0.8%	0.2%	5.7%	37.7%	0.4%	0.0%	3.1%	100.0%
Gauteng	42.5%	1.9%	1.5%	9.8%	34.2%	1.9%	0.9%	7.2%	100.0%
Mpumalanga	47.8%	0.3%	0.5%	4.7%	42.9%	0.1%	0.1%	3.6%	100.0%
Limpopo	54.5%	0.2%	0.5%	1.8%	41.3%	0.1%	0.2%	1.5%	100.0%

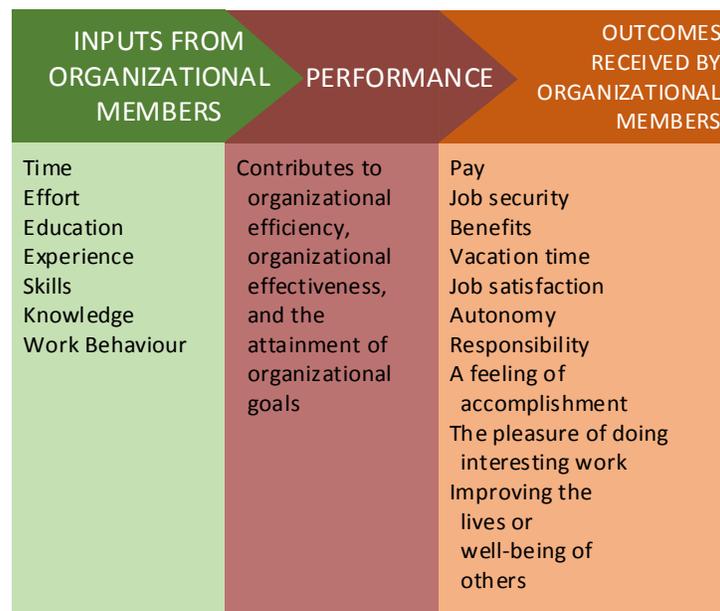
Source: Commission for Employment Equity (2013)

2.4 MOTIVATIONAL THEORY

Understanding motivation and motivational theory is important as it describes why people behave the way they do in the workplace (Jones and George, 2009). Low motivation frequently results in a loss of obligation to the organisation, which can result in staff turnover (Moradi, et al., 2013).

Jones and George (2009) describes the nature of motivation as such that it is driven from either intrinsic or extrinsic sources. Intrinsically motivated behaviour is driven by personal satisfaction or sense of accomplishment and extrinsically motivated behaviour is driven by financial gain, social recognition or to avoid

penalties or punishment. Jones and George (2009) further state that organisations employ people to achieve their inputs e.g. time, effort, skills, etc. People work in these organisations to achieve personal outcomes, which include remuneration, benefits, sense of achievement, job satisfaction, etc. Managers seek to motivate employees to maximise inputs for the organisation to achieve its goals. This is done by ensuring that employees achieve their desired outcomes when they perform valuable inputs for the organisation. The alignment of employee inputs, performance and outcomes is called the Motivation Equation (Jones and George, 2009) as depicted in Figure 2.1: The Motivation Equation.



Source: Jones and George, (2009, p. 466)

Figure 2.1: The Motivation Equation

An analysis of the early and contemporary theories of motivation was required to provide valuable insight into understanding organisational behaviour and skills retention strategies. While there are many theories, the ones discussed are some of the most well-known and most supported.

2.4.1 Maslow's Heirachy of Needs

Maslow's Heirachy of Needs is one of the most well known and well recognised theory on motivation (Robbins, et al., 2009). Maslow states that every human has

five essential needs. The top two are termed higher order needs, while the bottom three are termed lower order needs.

These in descending order of priority are;

- Self-Actualisation – this refers to the highest level of self-achievement and self-fulfilment.
- Esteem – a person’s internal and external factors which include autonomy, self-respect, a sense of achievement, attention, status and recognition.
- Social – friendship, affection, sense of belonging and acceptance from others.
- Safety – protection and security from emotional and physical harm.
- Physiological –includes shelter, thirst, hunger, sex, etc.

According to Maslow, as an individual’s lower order need is satisfied, he/she desires the next level of need. This means that in order to motivate a person, one needs to identify at which level of the hierarchy they are on and provide outcomes aligned on the next level of needs (Robbins, et al., 2009).

2.4.2 Alderfer’s ERG Theory

Clayton Paul Alderfer somewhat agreed with Maslow, however condensed the five needs into three universal needs, namely Alderfer’s ERG Thoery. These are:

- Existence – physiological and safety needs.
- Relatedness – social and status needs
- Growth – self-esteem and self-actualisation needs.

Alderfer, however believed that there was no rigid transition between the heirachy of needs, as Maslow did, rather that one could simultaneously seek fulfilment of any of the needs (Robbins, et al., 2009).

2.4.3 McClelland's Theory of Needs

David McClelland, in his McClelland's Theory of Needs, believed that there are three main areas of focus viz.;

- Need for achievement – this is a person's internal desire to perform tasks well to attain high goals and to strive for personal excellence.
- Need for power – this describes an individual's need to exert control and influence over others.
- Need for affiliation – a person's need for interpersonal relations and to be accepted and liked by others.

His work suggests that those with a high need for achievement are usually strongly motivated and high performers, while individuals with high need for power and low need for affiliation tend to make good managers (Robbins, et al., 2009).

2.4.4 Herzberg's Motivation-Hygiene Theory

Another relevant need-based theory developed by Frederick Herzberg is called Herzberg's Motivation-Hygiene Theory, or also called Herzberg's Two-Factor Theory. This theory focuses on individual's job satisfaction and dissatisfaction.

Herzberg's research found that job satisfaction was as a result of intrinsic motivators or factors such as achievement, responsibility, recognition, advancement, etc., while job dissatisfaction was caused by extrinsic or hygiene factors such as management, remuneration, company policies, and work conditions.

Herzberg concluded that satisfaction and dissatisfaction are not opposite and that different factors can lead to each, implying that removing factors that cause dissatisfaction for an employee, will not necessarily create a satisfied employee (Jones and George, 2009).

Herzberg's theory has been tested across different cultures, occupations, samples and methods but no consensus exists as to what extent his theoretical predictions are valid (Naeem and Malik, 2013).

Even though the two-factor theory is not widely supported, it contributes to the understanding of intrinsic and extrinsic factors of job satisfaction. Furthermore, the influence of motivators and hygiene factors present in an organisation, directly affect job satisfaction and hence has influence on employee retention (Shinde, 2015).

2.4.5 Vrooms Expectancy Theory

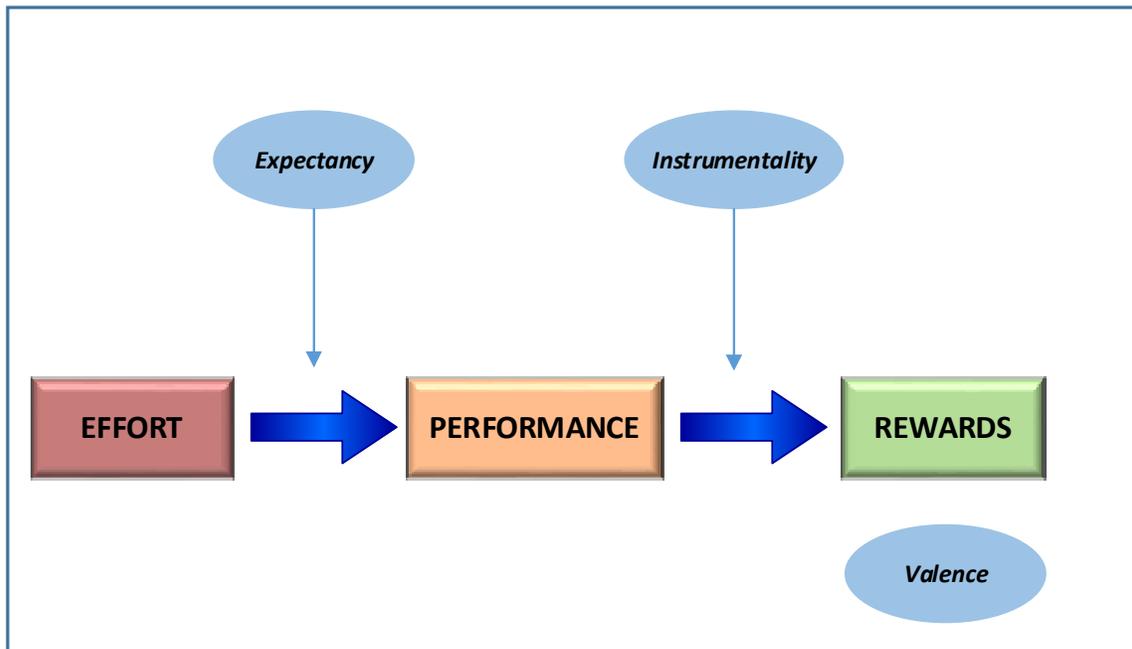
Victor H. Vrooms Expectancy Theory differs from the theories of Maslow, McClelland, Herzberg and Alderfer, in that no specific suggestions as to what motivates employees is provided, rather, individual differences in work motivation is presented as a process of cognitive elements (Lunenburg, 2011).

Expectancy Theory implies that employees will exert a high amount of effort to achieve high performance and outcomes, which lead to one attaining personal goals. According to the motivation equation, employees expect that increasing one's input will increase performance and this will lead to an increase in output. In a practical sense, employees will exert high levels of effort if they believe that this will result in rewards such as salary increases, incentives, promotions, bonuses etc. that will inturn satisfy one's personal goals (Robbins, et al., 2009).

Lunenburg, (2011) states that the theory pivots around four basic assumptions. These are;

- that individuals join organisations with expectations regarding their motivations, needs and past experiences, and that this influences their interaction with the organisation;
- that individuals consciously choose how to behave in an organisation. This behaviour is determined from that individual's expectancy.
- that individuals all seek a combination of different outcomes from an organisation e.g. job security, good remuneration, opportunities for advancement, etc., and
- that individuals will make choices to optimise their specific outcomes.

Figure 2.2: Basic Expectancy Model depicts the three key elements of Expectancy Theory, viz. expectancy, instrumentality, and valence.



Source: Lunenburg, (2011, p. 2)

Figure 2.2: Basic Expectancy Model

According to Lunenburg, (2011), Vroom's model suggests the following;

- An individual's effort leads to desired performance (expectancy).
- This performance will be rewarded by the organisation (instrumentality), and
- the individual sees the value of the rewards is being as highly positive (valence).

2.4.6 Equity Theory

Equity Theory, formulated by J. Stacy Adams, is motivational theory that focusses on an individual's perception of equality and fairness of their work, with respect to their input provided and the outcome achieved. This perception is relative as an individual may base their input-to-outcome ratio with reference to others in their organisation or department and to whom they perceive to be similar to oneself. Perceptions of inequity is a contributing factor to employee withdrawal behaviour (Banks, et al., 2012) and research shows that an egalitarian work environment enhances staff retention (Gialuisi and Coetzer, 2013).

When perception of inequity or lack of fairness exists in employees, then they tend to seek balance by either adjusting their input or seeking an adjustment to their

outcome. This provides insight into understanding employee motivation. (Robbins, et al., 2009; Jones and George, 2009).

2.5 EMPLOYEE RETENTION / TURNOVER

Employee retention is one of the primary parameters used to measure the health of any organisation (Ghosh, Satyawadi, Joshi, and Shadman, 2013). When employees leave an organisation, they take along with them knowledge capital, relationships and investments (Ghosh, et al., 2013). Martins and Meyer (2012), Ratna and Chawla (2012) and Mohlala, et al. (2012) concur further that there is concern in the business and organisational sector that knowledge may be lost when employees leave an organisations.

Numerous studies have been conducted all over the world on the association between job satisfaction, organisational commitment and employee turnover intentions resulting in substantial evidence that these are statistically linked (Ahmad and Rainyee, 2014).

2.5.1 Job Satisfaction

Hofaidhllaoui and Chhinzer, (2014) state that job satisfaction is an important, multi-faceted variable related to the decision to leave or to stay with an organisation. Employee perceptions, however, are not only limited to the nature of the job, but also to other aspects including the employee 's expectation of what that specific job will provide (Sieger, et al., 2011; Hussami, 2008).

Research has found that professionals associate their turnover intentions with their level of job satisfaction. These employees are considered specialists rather than generalists, due to their increased inertia to a specific skill or job. Non-skilled employees tend to link their intention to leave with emotional attachment, involvement, and identification towards the company. For skilled employees, quitting from an organisation does not mean changing a job but changing the organisation (Ahmad and Rainyee, 2014).

In their findings, Hofaidhllaoui and Chhinzer, (2014) and Kanwar, Singh, and Kodwani, (2012) conclude that job satisfaction has a direct negative correlation with turnover intentions.

2.5.2 Organisational Commitment

Paulina, et al. (2006) believe that organisational commitment is a psychological state of an employee that characterises their involvement, identification, and overall relationship with an organisation. Organisational commitment can be categorised as:

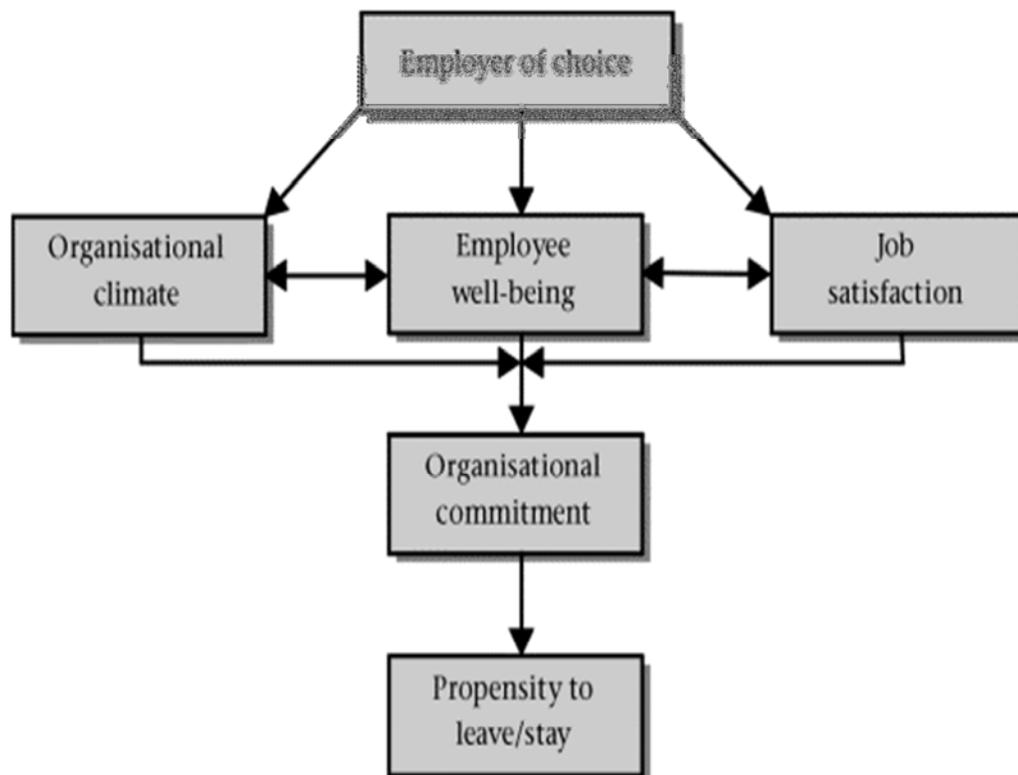
- Affective Commitment; This is when employees believe in their organisations values and goals and develops an emotional attachment to the company.
- Continuance Commitment; This is when employees are committed to an organisation as they realise the economic benefit of staying with the organisation, rather than moving, e.g. the job pays better compared to other job opportunities.
- Normative Commitment; This type of commitment is due an employee's sense of obligation to remain with the organisation (Robbins, et al., 2009).

South African research has found that young black employees, in the early stage of their careers, experience more inter-organisational opportunities for career movement and thus may potentially feel less organisational commitment as compared to their colleagues that have a longer tenure in the company (João and Coetzee, 2012).

A strong positive association exists between employee satisfaction and organisational commitment. Research shows that as employee satisfaction increases, so to does employee organisational commitment (Mafini and Dlodlo, 2014). Thus, an employee's organisational commitment is a highly significant predictor of the propensity to stay with or leave their current organisation (van Dyk and Coetzee, 2012) .

2.5.3 Veldman's Employee Commitment Model

The Veldsman's Employee Commitment Model suggest various factors that affect an employee decision to remain or exit an organisation. Figure 2.3: Veldman's Employee Commitment Model, the 'Employer of choice' together with macro work setting factors, such as the 'Organisational climate and culture', and micro work setting factors, such as 'Job satisfaction', contributes to an 'Employee's well-being' within the organisation. This in-turn either positively and/or negatively affects employee commitment and employee engagement with the organisation, which directly affects the individual's intention to stay or to leave. Veldsman theorises that one's propensity to leave or stay is also affected by their mobility, which is the individual's means to pursue and secure alternative employment based on the job-market situation at the time, such as a labour supply, labour demand and economic climate (Kotze and Roodt, 2005).



Source: Veldsman, (2003) cited in Kotze and Roodt, (2005, p. 49)

Figure 2.3: Veldman's Employee Commitment Model

2.5.4 Mobility

Another aspect to consider in staff retention is mobility. João and Coetzee, (2012) found that career advancement is seen as an important factor for their career mobility and organisational commitment. Wöcke and Heymann, (2012) in the study titled 'Impact of demographic variables on voluntary labour turnover in South Africa' found that the level of education of an employee has a larger influence on employee mobility than race, contradictory to the current sentiment in the South African labour market. In addition, employees with low and medium skills levels have greater mobility than their counterparts that were highly skilled.

2.5.5 Review of Retention Factors

João and Coetzee, (2012) believe that targeted retention strategies are required, taking into cognisance that affirmative action, employment equity legislation and the current retention problems experienced by South African organisations have increased career mobility opportunities for skilled, black employees. João and Coetzee, (2012) add that talent retention strategies should consider;

- competitive compensation
- employees need for career mobility,
- knowledge and skills utilisation and
- work–life balance.

Döckel, et al. (2006) assessed essentially six critical retention factors as identified by Döckel in his South African study titled "The Effect of Retention Factors on Organisational Commitment: An Investigation of High Technology Employees". van Dyk and Coetzee, (2012) agree that these are also relevant factors for measuring staff retention with scarce and critical skills from the information technology industry.

These retention factors are;

- compensation,
- career opportunities,
- job characteristics (job autonomy and skill variety),
- opportunities for training and development,
- supervisor support and
- work-life balance.

Masibigiri and Nienaber, (2011) in their study on factors affecting retention, found that the role of leadership to be the most important factor. Coetzee and Pauw, (2013) agree that what employees perceived to be the emotional competency of their leaders, positively and significantly predict their own satisfaction with retention. Their findings further reveal that employee company commitment, satisfaction with remuneration and perceived career development opportunities are positively influenced by leaders' emotional literacy. Masibigiri and Nienaber, (2011) identified the following dominant retention factors;

- compensation,
- career (which includes work content, utilisation of skills and career advancement),
- leadership,
- work–life balance,
- security,
- educational mismatch and
- employee's motivation.

Banks, et al. (2012) in their study on the South African automotive manufacturing industry in Kwazulu-Natal, identified the perception of inequality as another factor linked to future withdrawal behaviour. This was also found to be a factor that affected employee retention in a study on artisan retention in a South African organisation, (van Rooyen, et al., 2010).

Here the critical retention factors were found to be;

- Remuneration (compensation)
- Career development opportunities
- Equality
- Recognition
- Management/ leadership
- Working environment
- Working relationships

Kerr-Phillips and Thomas, (2009) in their study titled Macro and Micro Challenges for Talent Retention in South Africa, have concluded that factors such as leadership and organisational culture are significant factors in talent retention, while Balakrishnan and Vijayalakshmi, (2014) and van Staden and du Toit, (2012) findings concur with some of the critical retention factors listed.

In addition, Strydom and van Eeden, (2013) in their study on job satisfaction among South African Black Middle-level Managers, identified key factors affecting job satisfaction that should not be ignored. These are;

- Trust,
- Recognition,
- Personal development and
- Effective communication.

It is however important to note that while HR personnel, who are at the centre of the daunting task of acquiring and retaining talented workers, believe the most significant contributing factors for skills retention are compensation, opportunity for advancement and job security. They add that organisational buy-in on talent management programs is essential for the future health and profitability of their organisations (Oladapo, 2014).

Plaatjies and Mitrovic, (2014) in their study titled “ICT and Skills Shortage: South African Case Study of Retaining ICT-Skilled Professionals” concluded that retention factors have not changed in the last two decades. Employees are primarily driven by the need for reward, well-being and security. Their findings

concur with earlier studies conducted by Greenfield (1993). In an analysis of ranking 18 retention factors, Plaatjies and Mitrovic, (2014) identified that the leading factors were;

- Compensation,
- Promotional (career) Opportunities,
- empowerment (decision-making),
- interpersonal relationships,
- personal well-being and
- job security

Table 2.2: Summary of Key Retention Factors

RETENTION FACTOR	RESEARCHERS						
	João and Coetzee (2012)	Döckel et al. (2006)	Masibigiri and Nienaber (2011)	van Dyk and Coetzee (2012)	Van Rooyen et al. (2010)	Strydom and van Eeden (2013)	Plaatjies and Mitrovic (2014)
Remuneration	✓	✓	✓	✓	✓		✓
Career Opportunity	✓	✓	✓	✓	✓		✓
Development		✓		✓		✓	
Work life balance	✓	✓	✓	✓			✓
Recognition					✓	✓	
Leadership/ Management		✓	✓	✓	✓		
Job characteristics; autonomy and skills variety	✓	✓	✓	✓			✓
Equality and Trust					✓	✓	
Working environment					✓		
Relationships & Communication					✓	✓	✓
Job Security							✓

Source: João and Coetzee (2012); Döckel et al. (2006); Masibigiri and Nienaber (2011); van Dyk and Coetzee (2012); Van Rooyen et al. (2010); Strydom and van Eeden (2013); Plaatjies and Mitrovic (2014)

2.5.6 Summary of Retention Factors

In conducting the study, a review of existing literature revealed that the no single factor, theory or framework can conclusively determine retention, but rather that this requires complex analysis of multiple mitigating factors. However, indepth review of the relevant literature highlighted many common factors, listed below, that correlate significantly with staff retention.

2.5.6.1 Remuneration

This was identified this as one of the most notable factors related to employee retention. João and Coetzee, (2012), Döckel, et al. (2006), Masibigiri and Nienaber, (2011), van Dyk and Coetzee, (2012), Banks et al., (2012) and Plaatjies and Mitrovic, (2014) all agree that remuneration and compensation is one of the strongest contributing factors of staff retention.

2.5.6.2 Career Opportunity

Another prominent factor identified by the study is career advancement opportunities. While HR personnel identify that there are multiple important factors that with regards to employee retention, they view the most significant is the opportunity for advancement (Oladapo, 2014).

2.5.6.3 Development

It is important for organisations, that want to retain their employees, to focus on the learning needs of their staff. Encourage employees, by allowing them to do and learn more of what they excel at, positively affects organisation employee retention (Govaerts and Kyndt, 2011).

2.5.6.4 Work-Life Balance

Evidence shows that family friendly policies can reduce turnover intentions of employees (Bilal, Zia-Ur-Rehman, and Raza, 2010). Kanwar, et al. (2012) in their study conducted amongst IT sector employees conclude that even though family structures, and societal expectations are undergoing

radical transformation, women still have the primary responsibility for family and upbringing of children. Therefore work-life balance is less important for men than it is for women.

2.5.6.5 Recognition

Mohlala, et al. (2012) believe that organisations need to create a work environment where 'technology workers' can feel comfortable, driven and valued. Mabuza and Proches, (2014) found that recognition was one of the critical factors that influenced staff retention.

2.5.6.6 Leadership and management

In their study titled Retaining Core, Critical & Scarce Skills in the Energy Industry, Mabuza and Proches, (2014) found leadership style and support to be a critical factor in employee retention.

2.5.6.7 Job characteristics

Masibigiri and Nienaber, (2011) research findings include that work content and skills utilisation are important factors that affect staff retention. Furthermore, according to Magner, et al. (1996) employees stay longer in positions where they have a level of job autonomy and participate in some decision-making processes.

2.5.6.8 Equality and Trust

Perceptions of inequity is a contributing factor to employee withdrawal behaviour (Banks, et al., 2012) and research shows that an egalitarian work environment enhances staff retention (Gialuisi and Coetzer, 2013). African black senior managers lack trust in their organisations with regards to their career development. They would rather move from organisation to organisation, taking control of their career to build their skills and competencies (Nzukuma and Bussin, 2011).

2.5.6.9 Work Environment

Studies have shown that organisations with a clear sense of direction, un-bureaucratic culture, working environment control, commitment to team innovative and supportive subcultures, all have a positive correlation with retention (Kotze and Roodt, 2005). van Rooyen, et al. (2010) concur that work environment is a key retention factor artisan retention in a South African organisation. Managers should focus not only rewards, training, communication and teamwork but also to improving the employee-work environment fit (Ahmad, 2012).

2.5.6.10 Relationships and Communication

According to Plaatjies and Mitrovic, (2014) employees from an ICT company feel that there is a lack of employee relationships, regardless of their level within the company. The lack of communication especially between directors, senior managers and HR and lower level staff, results in poor feedback of performance and perceived management attitudes towards lower level staff which could inturn cause employees to have intentions to exit the organisation.

2.5.6.11 Job security

Employment security is seen as a very important retention factor (Plaatjies and Mitrovic, 2014). Oladapo, (2014) found that HR personnel view job security to be the second most important retention factor.

2.6 CONCLUSION

Chapter two presented and discussed the existing body of literature, including theoretical frameworks, motivational theories and employee retention factors that have been used by different researchers in trying to understand the general topic of staff retention.

The scope of the relevant literature consulted was further narrowed, to specifically highlight the research topic on three aspects i.e.;

- i) Employee retention factors,
- ii) pertinent to black employees in
- iii) technical skilled work environments.

This was done to accentuate the most pertinent retention factors applicable to attempt to answer the research sub-questions of;

- What are the factors that negatively impact on black skilled employee retention?
- What are the factors that positively impact on black skilled employee retention?

While no single factor, theory or framework can conclusively determine employee retention, the factors illustrated in Table 2.2: Summary of Key Retention Factors are the most prominent and most relevant factors uncovered through the literature review process and are used as the strongest predictors of employee retention in the course of this study.

3. CHAPTER 3 – RESEARCH METHODOLOGY

3.1 INTRODUCTION

Kothari, (2004) defines research simply as a systematic and scientific search for pertinent information. Sekaran and Bougie, (2013) elaborates further to define Business Research as a systematic, organised, data-based, critical, objective, inquiry or investigation into a specific problem undertaken with the purpose of finding answers or solutions.

The research methodology used in a study is crucial to the validity and reliability of the study. In this chapter, the research design used is detailed, which includes the research methodology, data collection and data analysis. The chapter also describes measurement instruments used and discusses ethical and confidentiality considerations taken into account during the course of the study. Finally, the chapter will conclude with a synopsis of the statistical methods used to analyse data gathered.

3.2 TYPES OF RESEARCH

Research is categorised into two different types, i.e.

- Applied research and
- Pure research.

Applied research is used to solve a current problem in a given situation. Pure research, also known as basic or fundamental research, is done to contribute to existing body of knowledge (Sekaran and Bougie, 2013).

The research type undertaken for this study is applied research as it evaluates the existing body of information to a current work situation.

3.3 RESEARCH DESIGN

Sekaran and Bougie, (2013) describe research design as a blueprint for data collection, measurement and data analysis of the research question. Research design is a plan, structure and an investigation strategy for obtaining answers to a research question or problem (Kumar, 2011).

Sekaran and Bougie, (2013) further state that the nature of research study may be either;

- Exploratory,
- Descriptive or
- Causal.

Exploratory studies are used when little is known about a situation and more knowledge is needed to develop a viable theoretical framework to find solutions.

Descriptive studies are often used when description of people characteristics, event or situations is required and is either quantitative or qualitative in nature. Descriptive studies can be used to describe relationships and correlation between variables.

Causal studies is a scientific approach of determining whether variables affect each other.

The nature of the study undertaken is of a descriptive nature as its main purpose was to identify pertinent retention factors of skilled, black employees in a given electronic engineering company in Kwazulu-Natal.

Kothari, (2004) define research strategy as being either experimental, survey research, observational, case study, grounded theory, action research or mixed methods. The nature of the research strategy adopted for this study is survey research as it uses a survey mechanism to collect information.

This study's time horizon was cross-sectional, opposed to longitudinal, as the data collection was performed only once over a period of a few days and not repeated at different points in time.

Lastly, the group study was performed in a non-contrived study setting, i.e. in the natural environment, and with minimal researcher interference.

3.4 RESEARCH APPROACH

There are basically two broad categories of research approach that can be adopted in any research project, namely quantitative approach and qualitative approach.

Quantitative research is applicable to studies based on quantity measurement. (Kothari, 2004). Cooper and Schindler, (2014) state that quantitative research is usually used to measure consumer behaviour, opinions or attitudes and usually asks the questions of 'how often', 'how much', 'how many', etc. In addition, quantitative research is well structured, defined and specific and can be tested for validity and reliability (Kumar, 2011).

Qualitative research focusses on understanding, exploring, explaining and clarifying situations, perceptions, feelings, beliefs, attitudes, experiences and values of a group of people. In addition, qualitative research is less structured and defined (Kumar, 2011).

There exists a sufficiently large body of evidence regarding factors pertinent to this study topic. These arise from various qualitative and quantitative studies performed in similar or related study settings. For this reason, it was envisaged that the type of data collected will comprise mainly of numbers related to a set of pertinent retention factors that were identified upfront. Then this data would be processed and analysed to draw relationships and conclusion, and finally recommendations put forward. Hence, for these reasons, a quantitative research approach was selected for this group study.

3.5 POPULATION AND SAMPLE

Sekaran and Bougie, (2013) define Population (N) as the complete group of events, people, or things of interest that the researcher wishes to study. However, during research, the population may be so vast that it may be impossible to evaluate every item in the population (Kothari, 2004). Nevertheless accurate results are required by studying only a relatively small part of the population. This selection of the population is called the sample (n). Kothari, (2004) state that the size and method of selection of this sample constitute the sample design and must be given careful consideration. This aims to achieve reliable and appropriate

results for the study. Kothari, (2004) further state that the sample design must be determined prior to data collection.

The population for this study consisted of all permanent, black skilled employees at an electronic engineering company in Kwazulu-Natal (N=59). For the purposes of this study the term black skilled employees included all employees that are either African, Indian or Coloured, and perform a technical job function, including technical supervision and technical management, and excluded all administrative staff. The company was chosen for the study due to its urgent need to address black skills retention. Furthermore, information and location of the company and its employees was easily accesible.

The entire population was invited to participate in the study and thus N=59. Of this, 57 respondents volunteered to participate, however, 5 responses returned were unusable and thus resulted in a usable response rate of 88 percent.

3.6 RESEARCH INSTRUMENT

Cooper and Schlindler, (2014) state that data collection methods are a crucial component of research design and can be achived through various methods such as interviews, observation, questionnaires, and various motivational techniques. A personally administered questionnaire was selected as the research instrument for this study. According to Sekaran and Bougie, (2013) some of the advantages of this method are as follows:

- It is generally less expensive as compared to other data collection methods,
- It is generally less time consuming as compared to other data collection methods,
- Any respondent queries can be clarified immediately,
- Suited to situations where respondents are located nearby to each other and can be easily assemble into groups,
- High response rate and
- High respondent anonymity.

However, note that a disadvantage of the chosen data collection method is that it can introduce bias and may require time and effort.

3.7 DEVELOPMENT OF QUESTIONNAIRE

A questionnaire contains a set of predetermined questions, the answers to which are recorded by a respondent (Kumar, 2011).

The questionnaire for this study comprised of three sections. The purpose of the first section was to gather demographic or personal data. The second section was to assess respondents perceptions of key retention factors. The third section was to establish individual respondent priorities with regards to certain key job satisfaction elements.

Section one comprised a total of seven questions including gender, age, race, qualification, remuneration, job position and job level. The age and remuneration variables were presented on an ordinal scale. This section aimed at gathering demographic data of respondents to categorise their responses.

Section two comprised of 32 questions. The questions presented were qualitative in nature. These questions were based on a five point Likert scale ranging strongly disagree, disagree, neutral, agree and strongly agree. Questions in this section aimed at measuring key retention factors identified during the literature review as well as to assess employee perceptions of employment opportunities external to the company.

Section three listed seven key elements related to job satisfaction. The respondent was required to rank these in order of their own level of importance. This was to establish the most pertinent retention factors.

Sekaran and Bougie, (2013) stress that it is important to ensure that the measuring instrument developed, i.e. the questionnaire for the purposes of this study, is able to accurately and consistently measure variables that are intended to be measured to ensure the goodness of data.

3.7.1 Questionnaire Testing

The process of developing the questionnaire took several attempts, with the initial drafts containing sixty four (64) questions. After an analysis was conducted to evaluate the relevance of each question, some of the demographic questions deemed to be irrelevant and questions that were similar in nature, were removed from the questionnaire. Thus, the questionnaire was reduced to a total of fifty-two (52) questions.

The questionnaire was then pilot tested amongst eight (8) friends and colleagues that were not part of the sample identified for the study. This was to highlight any issues with regards to gaps in the research plan as well as to identify any questions that needed clarification or re-wording. The outcome of the pilot testing phase resulted in re-organisation of some questions to improve the process flow as well as the simplification of some wording to improve understanding.

The supervisor performed the key role of advising the content and form of the questionnaire throughout the process.

3.8 DATA COLLECTION

All research information and questions were presented in English. Data analysis, results, conclusions and recommendations are all also presented in English.

Prior to commencing the study, permission was sought from the Human Resources Director, at the company in question, by way of formal written request. Benefits of the study to the company were also highlighted. The director expressed interest in the study as it could provide insight into the pertinent issue of black staff retention. Permission was granted by the Managing Director, based on a few conditions, and a gate keepers letter was issued for the researcher to continue with the study.

Prior to administering any questionnaires, managers and supervisors from different departments were informed of the study and further consent was sought on suitable times to conduct the questionnaire with staff, and with minimal disruption. To encourage a high response rate, groups of approximately 10 participants were briefed at a time, informing them of the study. This included the purpose and objectives of the study as well as notified participants of confidentiality

and voluntary participation. It was further stressed that participants were entitled to withdraw at any stage of the survey. All the information was further provided to each participant in a Survey Informed Consent Letter (Refer to Appendix A). Those that wished to participate had to first sign a Consent Form (Refer to Appendix B) prior to completing the questionnaire (Refer to Appendix C).

A brief explanation on how to fill the questionnaire was given to participants and they were then allowed a few minutes to decide whether to participate or not. On average, it took participants approximately 10 minutes to complete the questionnaire.

The forms were then individually inserted into two separate sealed boxes to separate the consent forms from the completed questionnaire and to protect the anonymity of the responses of participant's. The entire data collection process was conducted over the duration of 5 days.

3.8.1 Problems Encountered

There were a few issues encountered during administering of the interview, however these were effectively managed and overcome.

The first problem encountered was to convene groups of staff to administer the questionnaire. While the relevant managers and supervisors were keen to cooperate, work demands and deadlines made it difficult to agree on suitable times to release their staff. Staff were also not willing to sacrifice any personal time to conduct the survey. Agreeing on times well in advance allowed supervisor and managers to properly plan for this.

The second issue raised in the field was the aspect of confidentiality. Most respondents were wary that their responses would be evaluated by the management of the company and that they will be reprimanded or discriminated against. Some employees had concerns that the study was actioned by the organisation. This was overcome by explaining that the anonymity of the questionnaire responses were strictly controlled. Furthermore, while employees signed consent of participation, their questionnaire responses were completely anonymous and did not contain any identification of the respondent. Furthermore, the collection method, i.e. the use of two sealed boxes, also made it almost

impossible to identify participant's responses. Nevertheless, two employees chose not to participate in the study.

The third problem raised in the field was that arranging small groups as opposed to larger groups became more time consuming and thus the administering of the questionnaire had to be scheduled over a few days. Furthermore, even though the informed consent letter received by every participant clearly communicated the issue of confidentiality, the participants repeatedly prompted verbally re-iteration for their re-assurance.

The last problem encountered was that a total of five respondents either did not completely fill the questionnaire and/or filled the questionnaire incorrectly, resulting in spoilt responses. This resulted in unusable data. This was fortunately a small percentage of the sample and had minimal impact on the outcome of the study.

3.9 ETHICAL CONSIDERATIONS

Sekaran and Bougie, (2013) state that several ethical issues arise when performing research that must be observed by the research sponsor, those collecting the data and those who offer them. They further state the following, which related to this study:-

- Information from the respondent must be strictly confidential.
- The nature of the study should not be misrepresented to respondents.
- The self-respect and self-esteem of the participants should never be violated.
- Participation is completely voluntary and any material obtained should only be used with the consent of the participant.
- Non-participant observers should be as minimal and unintrusive as possible, as not to introduce bias amongst respondents.
- Respondents should not be exposed to any situation where their physical or mental well-being is subject to harm.
- Any data collected should never be distorted or misrepresented.
- Respondents should be honest in their answers.

During the course of the study, the researcher took cognisance of the above and ensured that all behaviour and tasks were conducted in an ethical manner.

3.10 RELIABILITY

Reliability refers to how consistently a measuring instrument is able to measure an item or concept that it is intended to measure and without bias (Kumar, 2011). Reliability can be broadly categorized into stability of measure and internal consistency of measure.

Stability of measure refers to achieving the same stable results over time irrespective of testing conditions or the state of respondents.

Internal consistency of measure is determining whether concepts are capable of being independently measured with the same meaning to respondents. This can be examined by assessing the correlation of items and subsets of items in the measuring instrument (Sekaran and Bougie, 2013).

3.11 VALIDITY

Sekaran and Bougie, (2013) state that validity of a measuring instrument refers to the certainty of which concepts intended to be measured are actually measured, They categorise validity into three groups, i.e,

- Content Validity; This refers to the delineation of concepts elements and dimensions.
- Criterion-related Validity; This refers to when the measure of question/s differentiate respondents on criterion that it is intended to predict.
- Construct Validity; This refers to is how well the results obtained from the measuring instrument relates to the theories upon which it is based.

Data validity for this study was ensured in the following manner:-

- The purpose of the study was explained to the respondents
- Guidelines on how to complete the questionnaire were clearly explained to respondents.
- Simple english terms were used in the questionnaire and the Informed Consent Letter, to improve understanding
- All unclear questions were re-worded.

3.12 DATA ANALYSIS

Data collected from all usable responses were captured into an Excel spreadsheet in preparation for quantitative data analysis. Quantitative data analysis was performed using IBM SPSS 22 and all pertinent results interpreted were compiled into a written report.

3.13 CONCLUSION

This chapter discussed the research method employed to conduct this study. A quantitative research methodology was selected that could extract data from respondents and present statistical relationships. Included in this chapter are explanations of the type of research, description of sample, choice of research instrument, etc.

The data collection method employed successfully yielded a high response percentage. The results of this research are presented in Chapter 4.

4. CHAPTER 4 – DATA ANALYSIS AND PRESENTATION

4.1 INTRODUCTION

This chapter presents and discusses empirical results and findings after applying statistical analysis techniques to the primary data collected from the questionnaire. IBM SPSS 22 was used in the primary analysis to obtain both descriptive and inferential statistics to the research objectives of :-

- a) What are the factors that negatively impact on black skilled employee retention?
- b) What are the factors that positively impact on black skilled employee retention?
- c) What is the employee perception of external job opportunities?

The results of the statistical analysis was determined by the use of descriptive statistics that include measures of central tendency and dispersion, and inferential statistics that include correlation, analysis of variance and regression.

This chapter will provide a brief synopsis of the statistical tests conducted, review of the research instrument and description of the sample, discussing reliability and validity thereof. It will conclude with primary findings related directly to the research questions.

4.2 RESEARCH INSTRUMENT

4.2.1 Response Rate

The population group for this study consisted of all permanent, black skilled employees at an electronic engineering company in Kwazulu-Natal (N=59). The entire population was invited to participate in the study. Of this, only 2 respondents declined to participate and 5 responses returned were unusable and thus resulted in a usable response rate of 88 percent (Table 4.1).

Table 4.1: Questionnaire Response Rate

Total population	N = 59
Sample available for research	59
Total responses	57
Non-Response Bias	2
Usable responses	52
Unusable responses	5
Usable response percentage	88.1%

4.2.2 Reliability

The reliability of each section, specific to a research question, was tested using Cronbach's Alpha test. Cronbach's Alpha measures internal consistency. According to de Vaus, (2002) Cronbach's Alpha coefficient of reliability of 0.7 is normally considered to indicate a reliable set of items (Table 4.2).

Table 4.2: Research Questions 1 and 2 Reliability Statistics

Cronbach's Alpha	N of Items
0.899	27

Table 4.3: Research Question 3 Reliability Statistics indicates that the Cronbach's Alpha on all N = 27 items scored 0.899 and thus is reliable as Cronbach's Alpha is > 0.7 ($\alpha = 0.899$, $n = 27$).

Table 4.3: Research Question 3 Reliability Statistics

Cronbach's Alpha	N of Items
0.735	5

Table 4.3: Research Question 3 Reliability Statistics indicates that the Cronbach's Alpha on all N = 5 items scored 0.735 and thus is reliable as Cronbach's Alpha is > 0.7 ($\alpha = 0.735$, $n = 5$).

Hence, both sections were found to be reliable.

4.2.3 Normality Testing

While Shapiro-Wilk testing is more suited to small sample sizes ($n < 50$), normality checking used both Kolmogorov-Smirnov and Shapiro-Wilk testing. As per Appendix E, both the Kolmogorov-Smirnov and Shapiro-Wilk were found to be significant, implying that the data was not normally distributed and parametric testing such as ANOVA and t-tests were not suitable for analysis. Kruskal-Wallis testing was used, which is the non-parametric equivalent for ANOVA. According to Cooper and Schlindler, (2014) Kruskal-Wallis testing is appropriate for ordinal scaled or for interval data that for any reason prove to be unsuitable for a parametric testing. Non-parametric measures of association was achieved using Spearman's Rho Ranked Correlations, which is an adapted form of Pearson's product moment correlation and is suited for ordinal scaled data (Cooper and Schlindler, 2014). During Chi Squared testing, where the expected counts were violated, Fisher's Exact tests were used.

4.3 DESCRIPTIVE ANALYSIS

4.3.1 Gender

Table 4.4: Frequency Table - Gender

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	42	80.8	80.8	80.8
	Female	10	19.2	19.2	100.0
	Total	52	100.0	100.0	

Frequency Table – Gender depicts that the sample comprised of 19.2 percent female ($n=10$) and 80.8 percent ($n=42$) male.

4.3.2 Age

The majority of the sample were in the age group of greater than 46 years old ($n=18$). The new entrants into the organisation, primarily made up the 18-24 year old age group ($n=6$) which comprised of 11.5 percent of the sample (Table 4.5).

Table 4.5: Frequency Table - Age

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-24 yrs.	6	11.5	11.5	11.5
	25-31 yrs.	11	21.2	21.2	32.7
	32-38 yrs.	9	17.3	17.3	50.0
	39-45 yrs.	8	15.4	15.4	65.4
	>46 yrs.	18	34.6	34.6	100.0
	Total	52	100.0	100.0	

4.3.3 Race

This study only focussed on the company's black employees, i.e. African, Indian and Coloured. The sample comprised 57.7 percent Indian (n=30), 3.8 percent Coloured (n=2) and 38.5 percent (n=20) African race (Table 4.6).

Table 4.6: Frequency Table - Race

		Race			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	African	20	38.5	38.5	38.5
	Indian	30	57.7	57.7	96.2
	Coloured	2	3.8	3.8	100.0
	Total	52	100.0	100.0	

4.3.4 Qualifications

55.8 percent of the sample (n=29) of black skilled employees were in possession of either a certificate or diploma. 26.9 percent of the sample (n=14) did not possess any tertiary qualification and 15.5 percent of the sample (n=8) were in possession of a Bachelor's Degree. Only 1.9 percent of the sample (n=1) were in possession of a Master's degree (Table 4.7).

Table 4.7: Frequency Table - Qualifications

Qualifications					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Matric / Grade 12	14	26.9	26.9	26.9
	Certificate or Diploma	29	55.8	55.8	82.7
	BTech / Bachelors Degree	8	15.4	15.4	98.1
	Honours / Master's Degree	1	1.9	1.9	100.0
	Total	52	100.0	100.0	

4.3.5 Monthly Remuneration

Monthly Remuneration shows that 36.5 percent of the sample (n=19) earned a salary of below R15000 per month. 28.8 percent (n=15) of the sample received a monthly remuneration in the band of R15001 to R30000 per month. 26.9 percent of the sample (n=14) earned a salary between R30001 and R45000 per month. Only 7.7 percent of the sample (n=4) earned a salary of above R45000 per month (Table 4.8).

Table 4.8: Frequency Table – Monthly Remuneration

Monthly Remuneration					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than R15000	19	36.5	36.5	36.5
	R15001 – R30000	15	28.8	28.8	65.4
	R30001 – R45000	14	26.9	26.9	92.3
	R45001 – R60000	3	5.8	5.8	98.1
	R60001 or greater	1	1.9	1.9	100.0
	Total	52	100.0	100.0	

4.3.6 Job Position

Technicians made up the largest portion of the sample with a representation of 65.4 percent (n=34). Managers and supervisors comprised 23.1 percent of the sample. Engineers comprised 9.6 percent (n=5) of the sample and technical administrators comprised only 1.9 percent (n=1) of the sample (Table 4.9).

Table 4.9: Frequency Table – Job Position

Job Position					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Manager/Supervisor	12	23.1	23.1	23.1
	Engineer	5	9.6	9.6	32.7
	Technician (or similar)	34	65.4	65.4	98.1
	Administrative	1	1.9	1.9	100.0
	Total	52	100.0	100.0	

4.3.7 Job Level

Table 4.10: Frequency Table – Job Level depicts that 30.8 percent (n=16) of the sample were junior in their positions, and 13.5 percent (n=7) of the sample held senior positions. The remaining 55.8 percent (n=29) of the sample held mid-level positions (Table 4.10).

Table 4.10: Frequency Table – Job Level

Job Level					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Senior	7	13.5	13.5	13.5
	Middle	29	55.8	55.8	69.2
	Junior	16	30.8	30.8	100.0
	Total	52	100.0	100.0	

4.3.8 Research Objectives 1 and 2

The research objectives were to identify factors that negatively and positively impact on black skilled employee retention. Key retention factors were identified in the literature review and respondents were required, in the questionnaire, to rank their perception of the importance of these factors on a scale of 1 to 7; 1 being most important and 7 being least important. The analysed results are tabulated in Appendix F – Analysis: Key Retention Factors. Item statistics are tabulated in Appendix G - Item Statistics: Objectives 1 and 2. Importance of key retention factors were calculated and are presented in descending order of ranking;

- Remuneration (Salary and company benefits)
- Job Satisfaction
- Career Opportunity (growth and development)
- Work-Life Balance
- Working Environment (Working conditions)
- Relationships and Communication
- Leadership and Management

Figure 4.1: Weighting: Average Ranked Importance of Key Retention Factors depicts the weighting of the average ranked importance of key retention factors (Figure 4.1). This is further discussed in the Chapter 5.

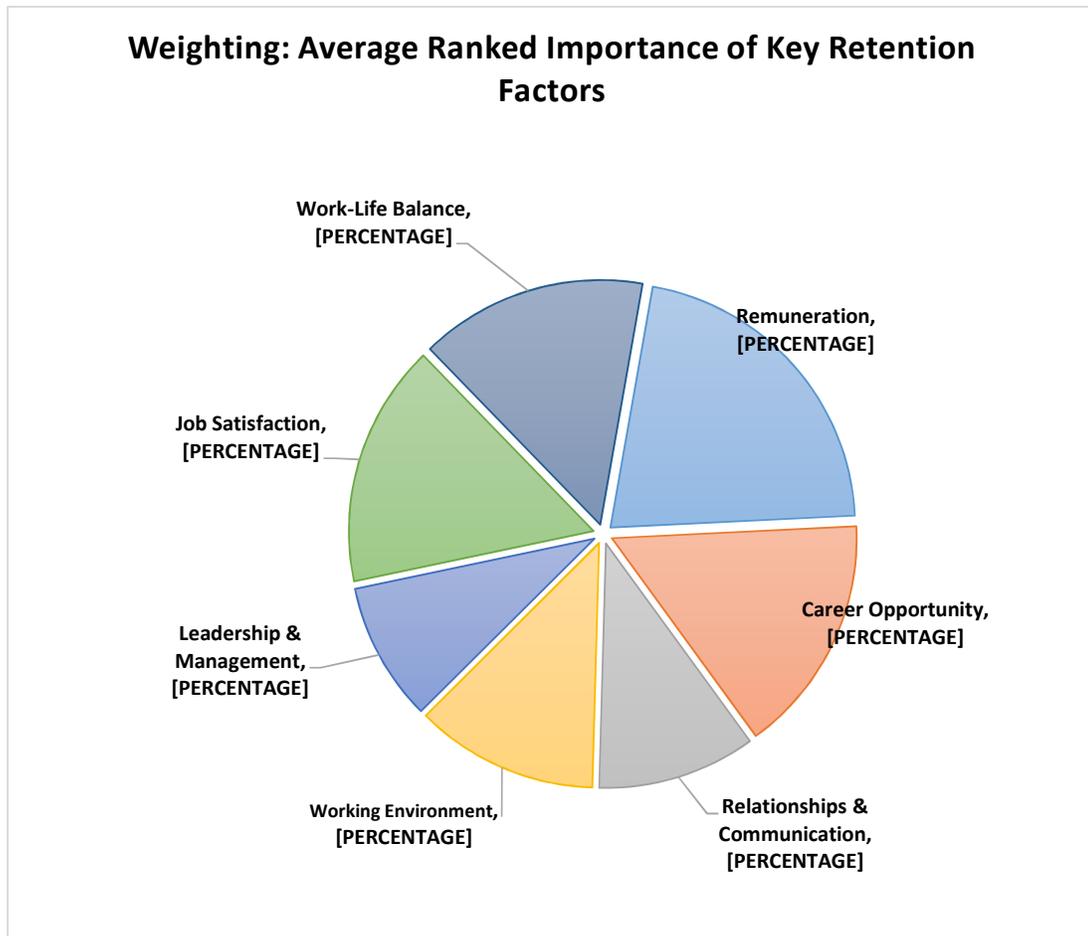


Figure 4.1: Weighting: Average Ranked Importance of Key Retention Factors

4.3.8.1 Remuneration

36.5 percent of respondents felt that salary and company benefits were the most important factor, with 78.83 percent of respondents ranking this as one of their top three most important factors. This concurs with João and Coetzee, (2012), Dóckel, et al. (2006), Masibigiri and Nienaber, (2011), van Dyk and Coetzee, (2012), Banks, et al. (2012) and Plaatjies and Mitrovic, (2014) who all agree that remuneration and compensation is one of the strongest contributing factors of staff retention. Only 3.8 percent of the sample ranked this as the least important factor. Furthermore, 55.8 percent of respondents perceived to be underpaid for the tasks they perform (Figure 4.2).

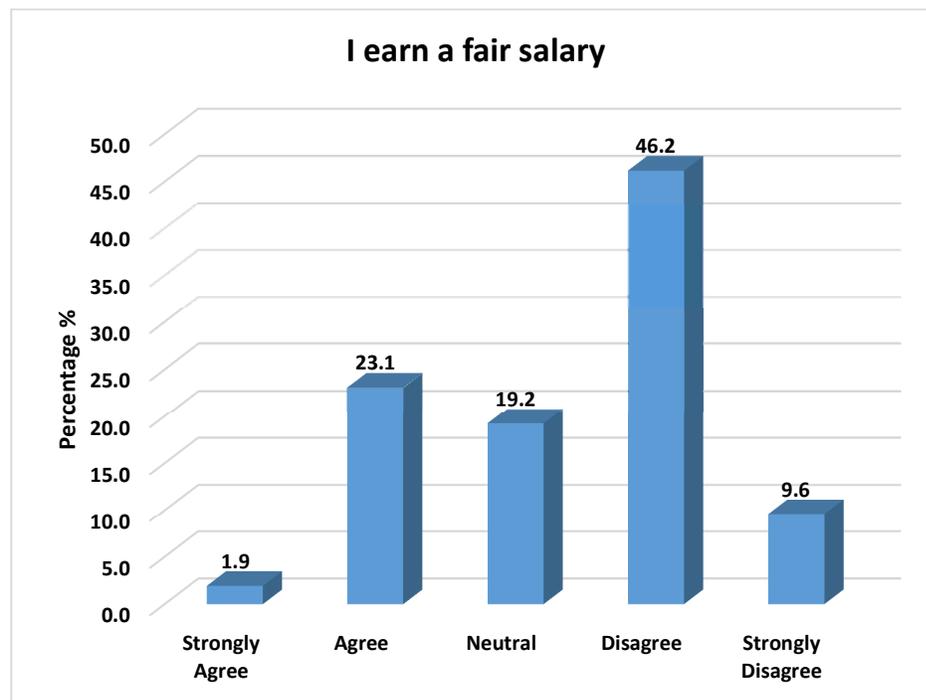


Figure 4.2: Fair Remuneration (Question 6)

4.3.8.2 Career Opportunity

While 51.9 percent of respondents ranked opportunities for career growth in their top three most important factors, Figure 4.3: Career depicts that 63.5 percent of respondents felt that there were no prospects for growth and promotion within the company. In a study conducted by Oladapo, (2014), opportunity for advancement is found to be the most significant retention

factor. Kruskal-Wallis testing indicates that there is a significant difference in 'Gender' and 'Opportunities for Career Growth' ($H(1) = 8.339$, $p = 0.004$), with females perceiving opportunities for growth as slightly more important than their male counterparts (Figure 4.3).

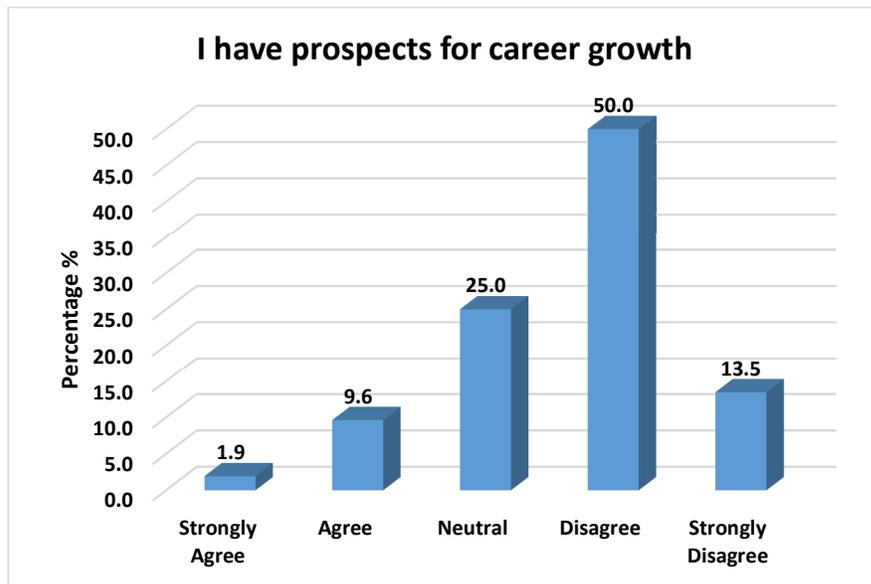


Figure 4.3: Career Opportunity (Question 7)

4.3.8.3 Job Satisfaction

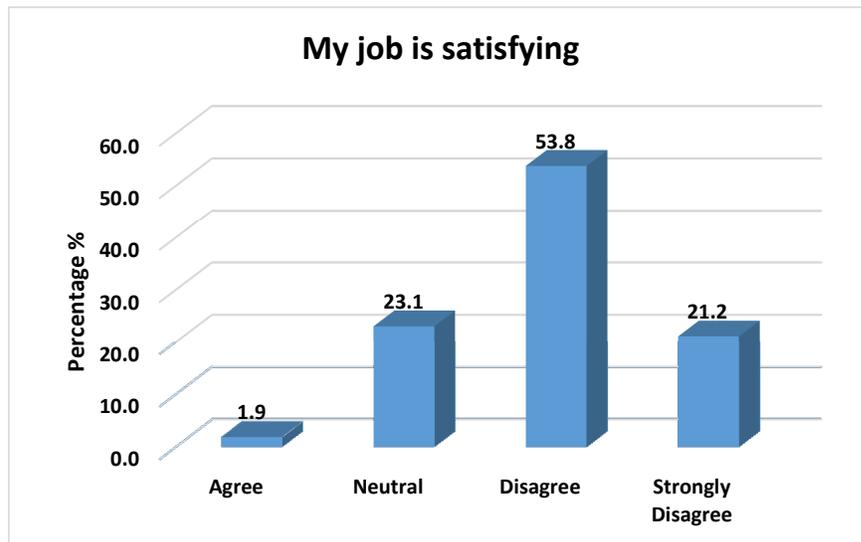


Figure 4.4: Job Satisfaction (Question 1)

Job satisfaction is multi-faceted and encompasses, amongst other factors, compensation, job characteristics, autonomy, skills variety, job security and skills development. Job satisfaction is an important variable related to the decision to leave or to stay with an organisation. Furthermore, research has found that professionals associate their turnover intentions with their level of job satisfaction (Hofaidhllaoui and Chhinzer, 2014). 50.1 percent of respondents ranked job satisfaction in their top three important factors. 75 percent of respondents indicated that their job was not satisfying and 80.8 percent of respondents felt that they did not find their work interesting and challenging (Figure 4.4 and Figure 4.5).

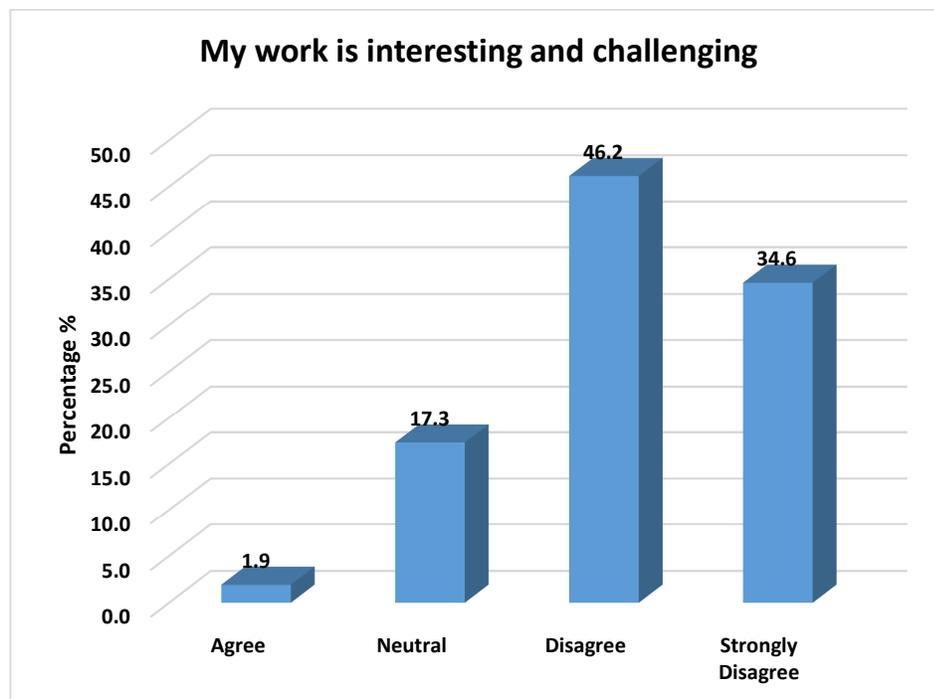


Figure 4.5: Job Challenge and Interest (Question 2)

There is a significant difference in age and job satisfaction ($H(4) = 10.823$, $p = 0.029$). This implies the older the respondent, the more inclined they were to agree that job satisfaction is important. African respondents also think job satisfaction as being less important than Indian respondents.

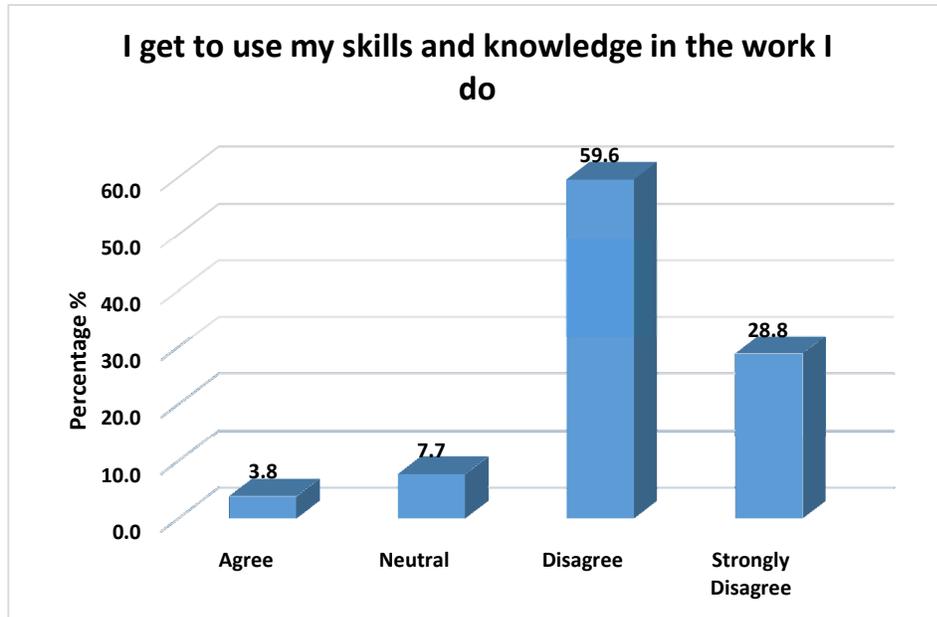


Figure 4.6: Skills Usage (Question 10)

Most respondents either disagree or strongly disagree that they are able to use their skills and knowledge in the work they do (Figure 4.6).

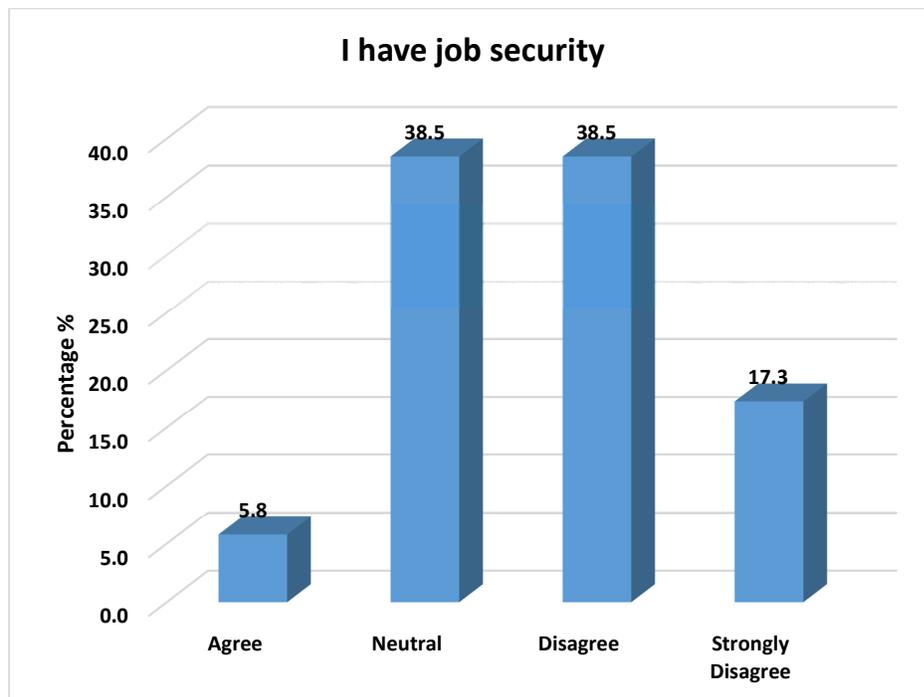


Figure 4.7: Job Security (Question 5)

Figure 4.7: Job Security depicts that respondents largely disagree with the statement that they have job security. Data analysis shows that the Median = 4.00; Skewness = 0.56 with Standard Error = 0.330; Kurtosis = -0.639 with Standard Error = 0.650 (Figure 4.7).

4.3.8.4 Work-Life Balance

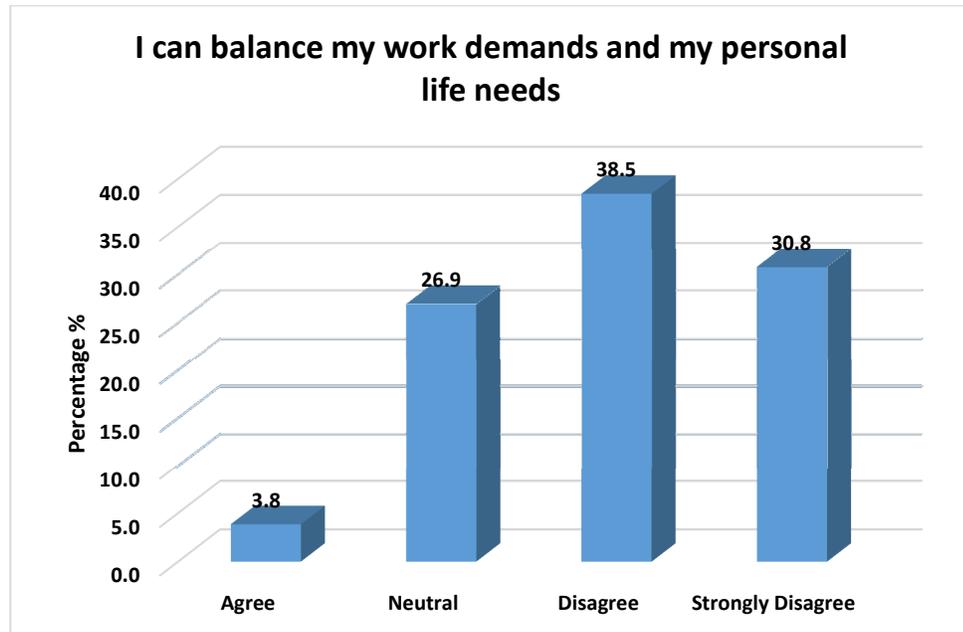


Figure 4.8: Work-Life Balance (Question 11)

48.1 percent of respondents ranked Work-Life Balance in their top three important factors. There is a significant difference in gender and being able to balance work demands and personal life needs ($H(1) = 4.880$, $p = 0.027$). From the data collected, females were less able to balance work-life demands than men. Analysis of crosstabs showed that males answered slightly more neutral with females either disagreeing or strongly disagreeing that they could balance work demands with personal life needs. Kanwar, et al. (2012) in their study conducted amongst IT sector employees conclude that even though family structures, and societal expectations are undergoing radical transformation, women still have the primary responsibility for family and upbringing of children. This concurs with the data collected in this study as females were less able to balance work-life demands than men.

There is a significant difference in race and the importance of work-life balance ($H(2) = 11.958, p = 0.003$). African and Coloured respondents think work-life balance is less important compared to Indian respondents who view it as more important.

There is a significant difference in job level and finding their job stressful ($H(2) = 12.579, p = 0.002$). Respondents in more junior levels are more likely to agree, that their jobs are stressful as compared to respondents in higher level positions.

4.3.8.5 Working Environment

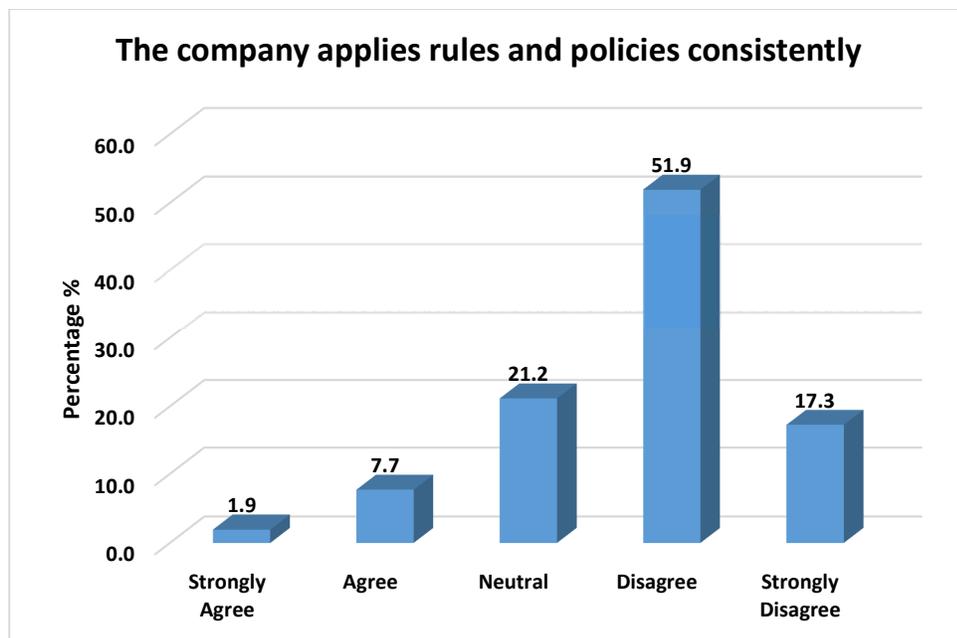


Figure 4.9: Policy Consistency (Question 32)

Kruskal-Wallis testing indicates that there is a significant difference in age and company working conditions being good ($H(4) = 10.580, p = 0.032$). The older the respondent, the more inclined they were to agree that work conditions are good. Only 9.6 percent of respondents believe that the company applies rules and policies consistently (Figure 4.9). 20.5 percent of respondents believe that they work in a positive work environment (Figure 4.10), while 69.2 percent of respondents felt that they did not fit in with the company culture (Figure 4.11).

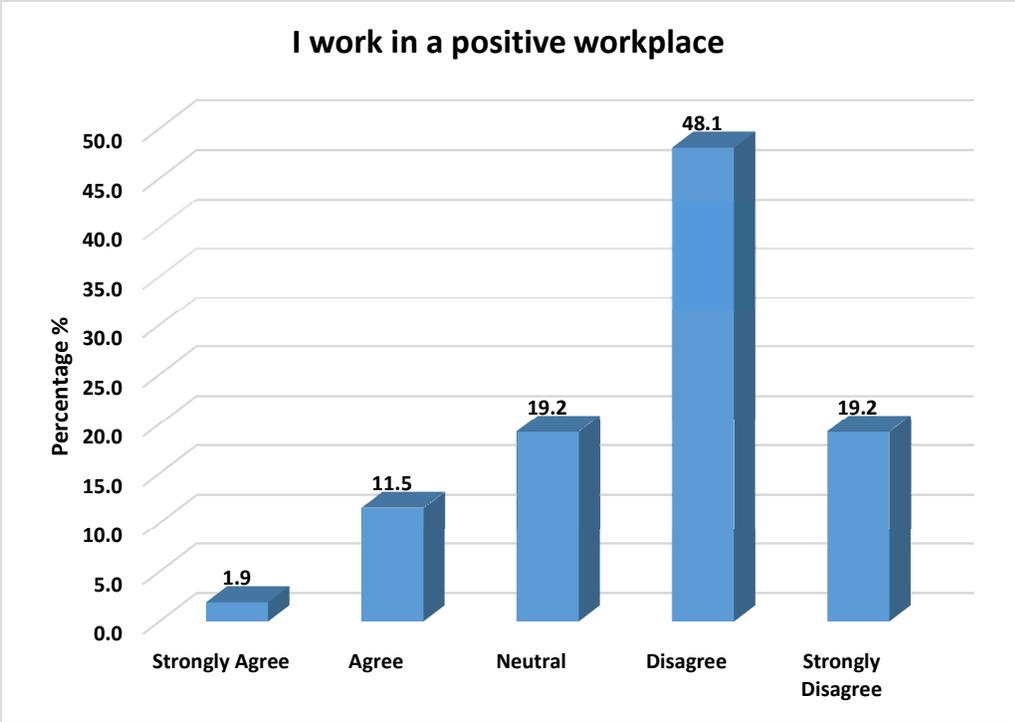


Figure 4.10: Workplace Positivity (Question 12)

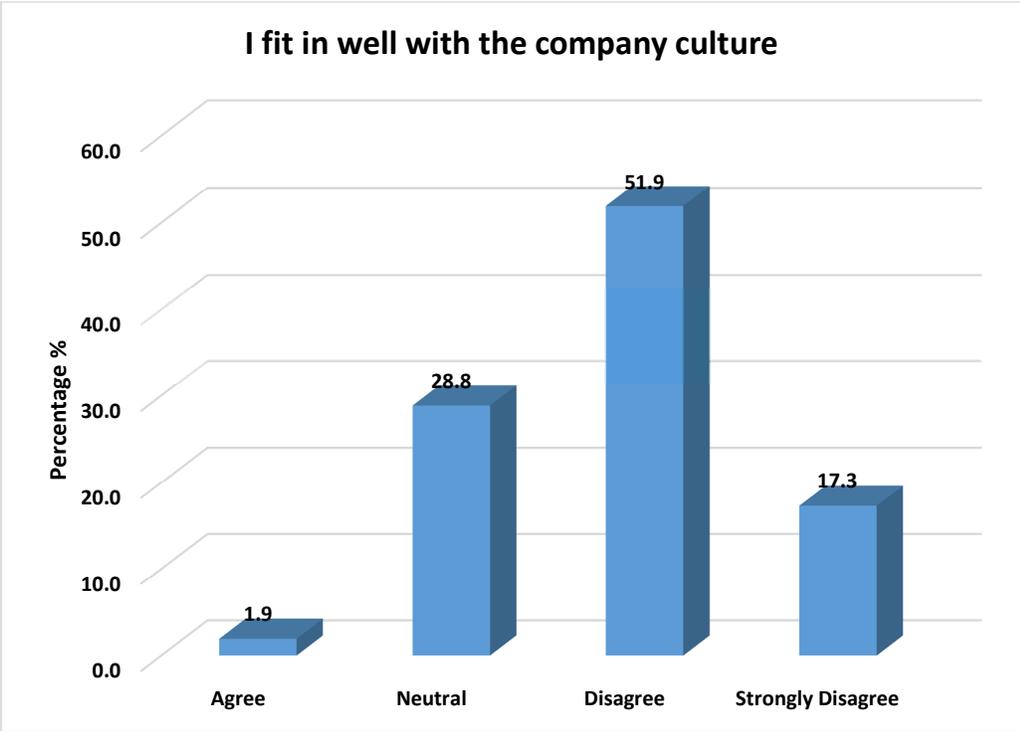


Figure 4.11: Organisational Culture Fit (Question 21)

4.3.8.6 Relationships and Communication

From the data collected, respondents ranked work relationship and communication as the second least important factor. 84.6 percent of employees indicated that they did not enjoy working with the people in their team.

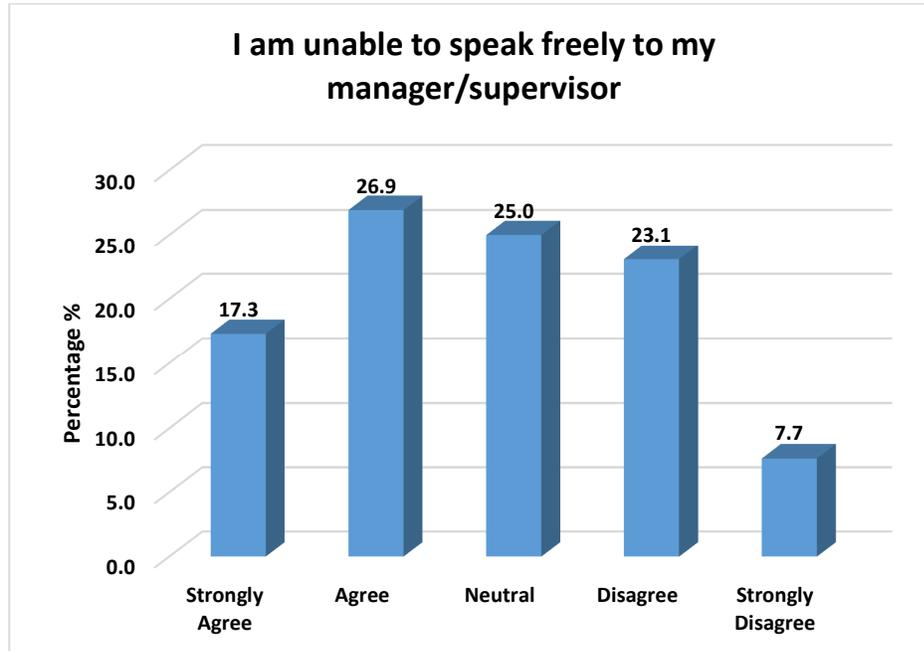


Figure 4.12: Manager/Supervisor Communication (Question 17)

Furthermore, 44.2 percent of respondents felt that they could not speak freely to managers and supervisors about certain work-related issues (Figure 4.12). Poor communication results in poor feedback of performance and perceived management attitudes which could inturn cause employees to have intentions to exit the organisation (Plaatjies and Mitrovic, 2014).

4.3.8.7 Leadership and Management

Leadership and management was perceived to be the least important factor amongst respondents. 73 percent of respondents believe that they were not respected by their seniors (Figure 4.13). Mabuza and Proches, (2014) found leadership style and support to be a critical factor in employee retention. 71.1 percent of respondents felt that their managers did not perform their duties well (Figure 4.14).

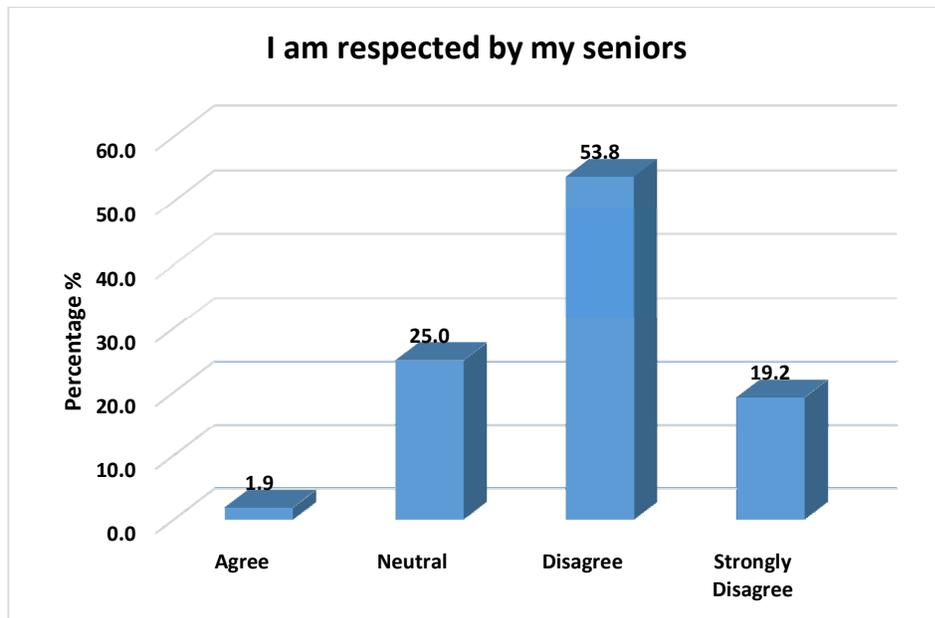


Figure 4.13: Respect from seniors (Question 18)

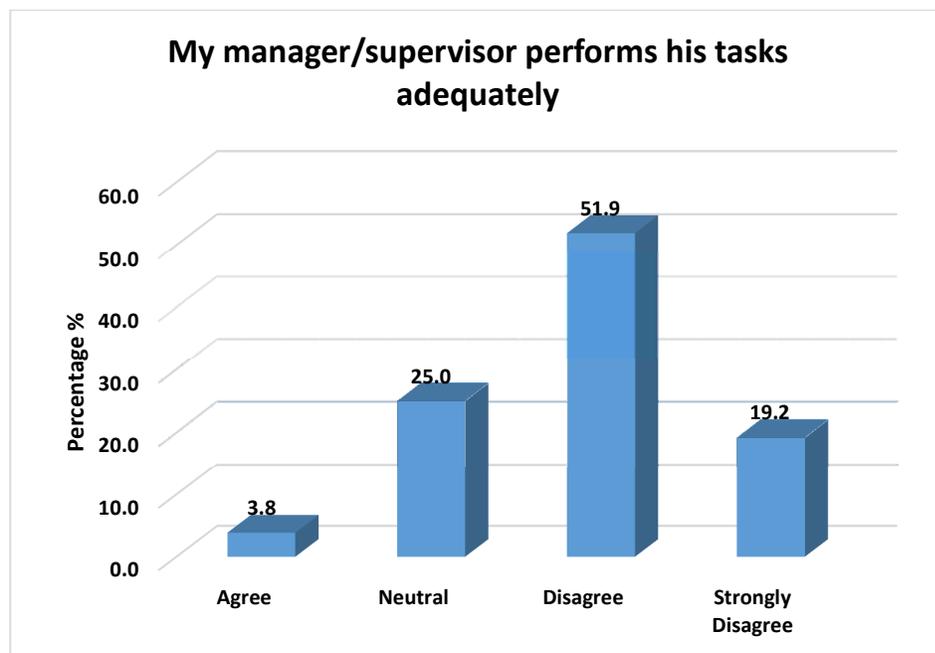


Figure 4.14: Manager's Ability (Question 20)

67.3 percent of respondents felt that the company did not have good management and leadership (Figure 4.15), while 73.1 percent of respondents perceive that they are treated differently based on race or gender (Figure 4.16).



Figure 4.15: Good Management and Leadership (Question 23)

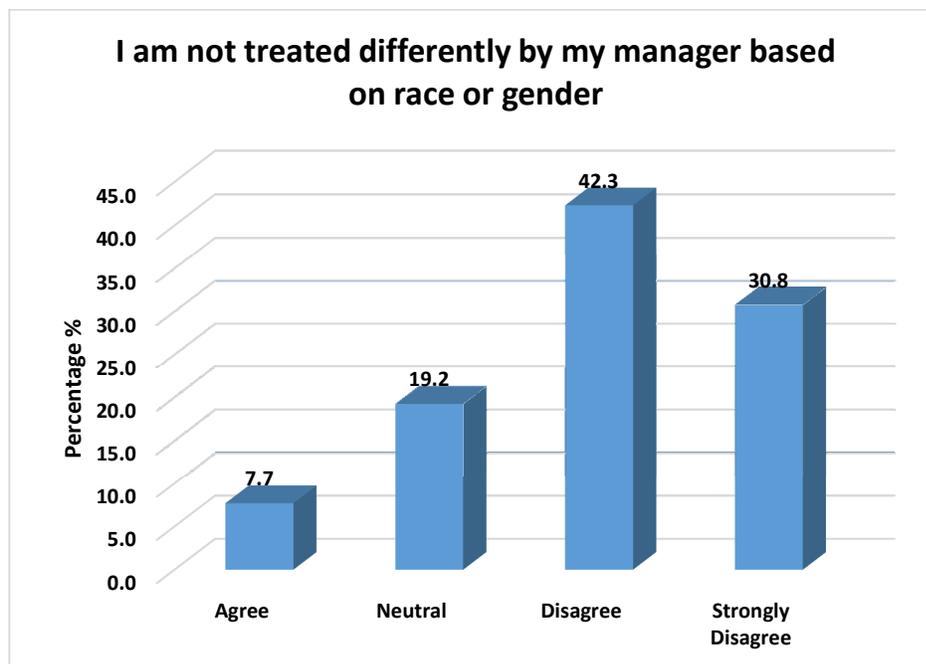


Figure 4.16: Discrimination (Question 22)

4.3.9 Research Objective 3

This research objective was to identify the employee perception of external job opportunities. Item statistics are tabulated in Appendix H – Item Statistics: Objective 3.

4.3.9.1 Better External Career Opportunities

Only 3.8 percent of respondents believe that there were better external career opportunities, of which most were in senior positions. Respondents in higher management were more likely to agree, as compared to their more junior counterparts, who were more likely to disagree. Data analysis shows that the Median = 3.00; Skewness = 0.299 with Standard Error = 0.330; Kurtosis = 0.763 with Standard Error = 0.650. The study shows that the central tendency is on remaining neutral however, positive Kurtosis implies that there is skewness to the left, therefore most values are concentrated on the right of the mean.

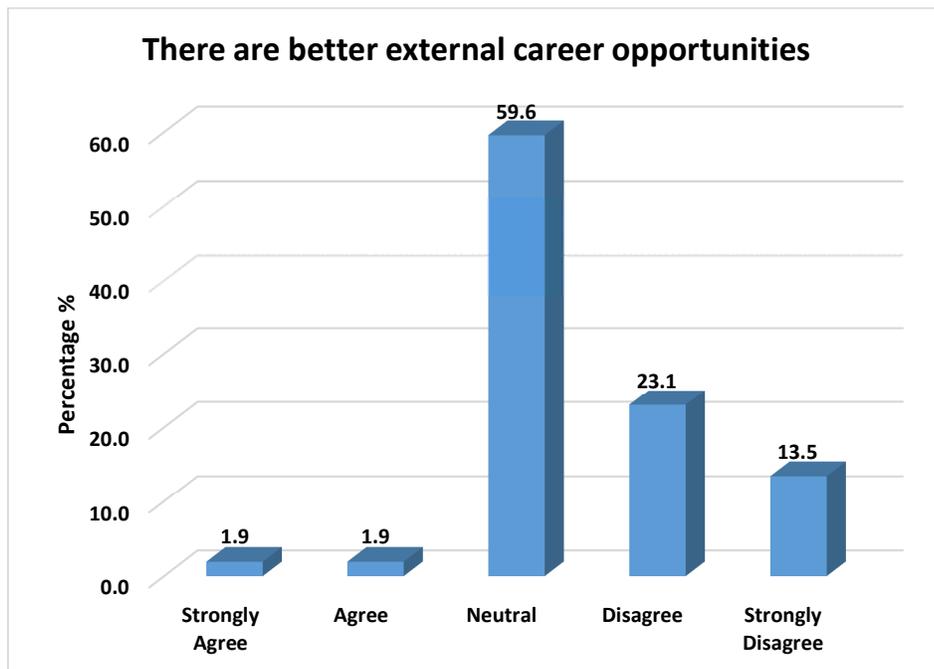


Figure 4.17: Better External Career Opportunities (Question 25)

4.3.9.2 Willingness to Relocate

Data analysis shows that the Median = 3.00; Skewness = -0.159 with Standard Error = 0.330; Kurtosis = -0.441 with Standard Error = 0.650.

Figure 4.18: Willingness to Relocate shows that the central tendency is that most respondents were neutral on willingness to relocate for better job opportunities, however, the negative Kurtosis implies that there is skewness to the right, therefore most values are concentrated on the left of the mean.

According to Kruskal-Wallis testing, there is also a significant difference in job level and willingness to relocate for a better job opportunity ($H(2) = 11.964, p = 0.003$). This means that people in higher management responded that they were more willing to relocate as compared to their more junior colleagues. There is a significant, moderate, positive, correlation between 'willingness to relocate' and 'looking for better job opportunities' ($r = 0.503, N = 52, p = 0.000$), meaning that an increase or decrease in any one variable will cause an increase or decrease respectively in the other variable.

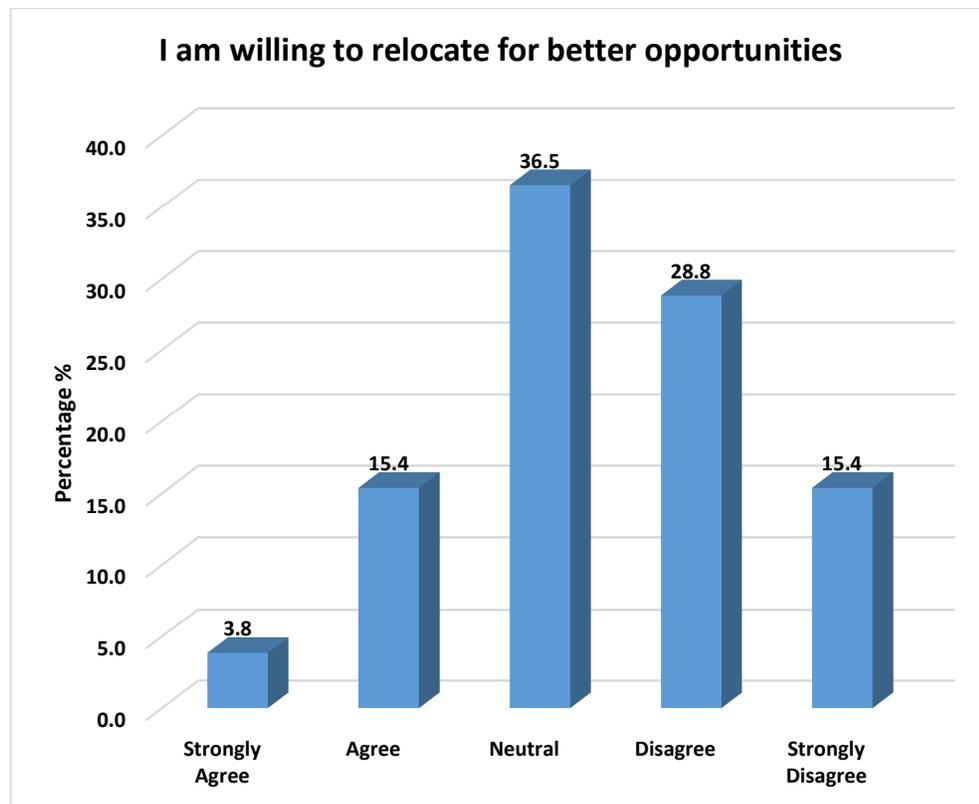


Figure 4.18: Willingness to Relocate (Question 26)

4.3.9.3 Searching for Career Opportunities

There is a significant difference in job level ($H(2) = 7.810$, $p = 0.020$) with respondents in higher positions being more likely to agree, and those in more junior levels are more likely to disagree that they sometimes look for better career opportunities. Nevertheless, the sample was largely neutral on this matter. Data analysis shows that the Median = 3.00; Skewness = -0.002 with Standard Error = 0.330; Kurtosis = -0.123 with Standard Error = 0.650. The findings show that the central tendency was neutral on this point.

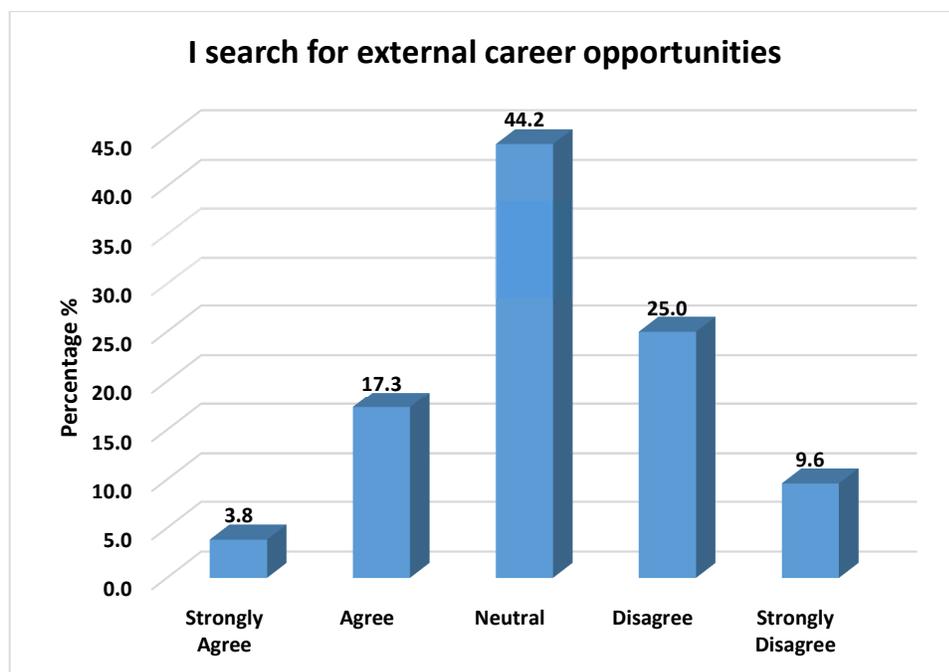


Figure 4.19: Searching for Career Opportunities (Question 16)

4.3.9.4 External Remuneration Perception

The data is indicative that only 9.6 percent of respondents perceived that remuneration at other companies are better. Combined, most respondents either disagreed or strongly disagreed that other companies pay better for job functions similar to the respective respondent. Data analysis shows that the Median = 3.50; Skewness = -0.146 with Standard Error = 0.330; Kurtosis = -0.527 with Standard Error = 0.650. The negative Kurtosis implies that there is a skewness to the right, therefore most values are concentrated on the left of the mean.

Kruskal-Wallis testing indicates that there is a significant difference in race and the perception that most other companies pay better for the similar job function ($H(2) = 7.857$, $p = 0.020$). African and Coloured respondents were more likely to disagree that most other companies pay better for the similar job function than Indian respondents.

There is a significant, moderate, negative, correlation between 'Earning a fair salary' and 'other company pays better', ($r = -0.459$, $N = 52$, $p = 0.01$), meaning that the greater the respondents perception that one earns a fair salary, the less one believes that other companies pay better, and vice-versa.

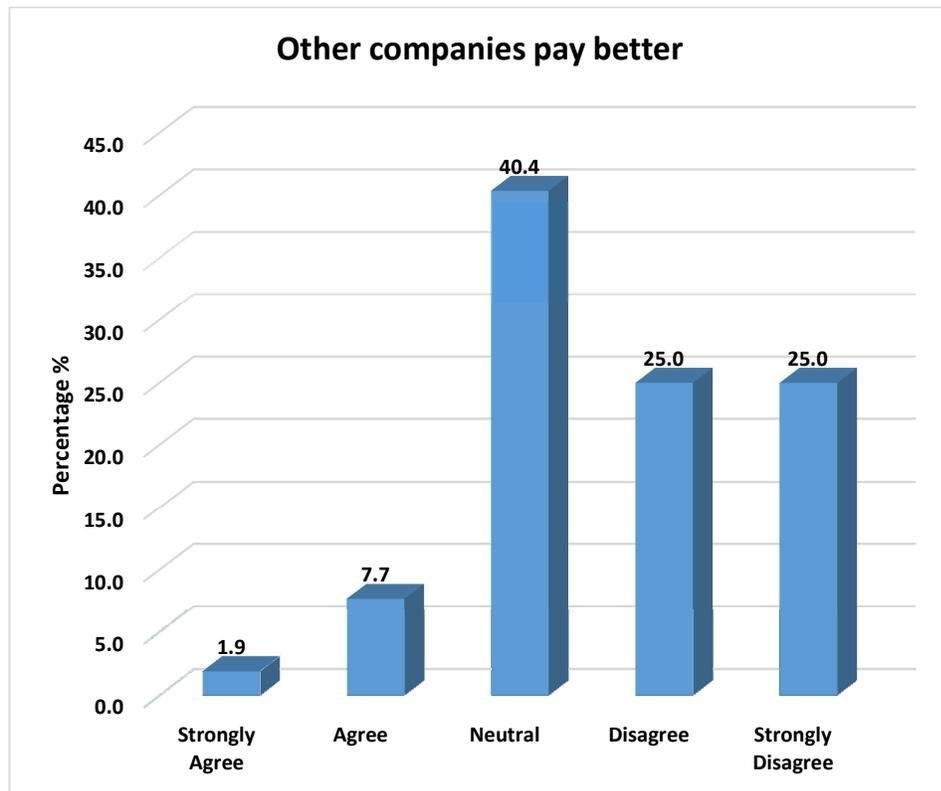


Figure 4.20: External Remuneration Perception (Question 14)

4.3.9.5 5-Year Organisation Exit Intentions

Data analysis shows that (Median = 3.00; Skewness = -0.538 with Standard Error = 0.330; Kurtosis = 0.059 with Standard Error = 0.650). The study shows that the central tendency is on remaining neutral (Figure 4.21).

There is a significant, moderate, negative, correlation between age and being likely that one would leave the company within the next 5 years ($r = -0.406$, $N = 52$, $p = 0.003$), meaning that the likelihood of leaving the organisation decreases as the age of the respondent increases. This means that younger respondents were more likely to have intentions to leave the organisation within the next 5 years than older respondents.

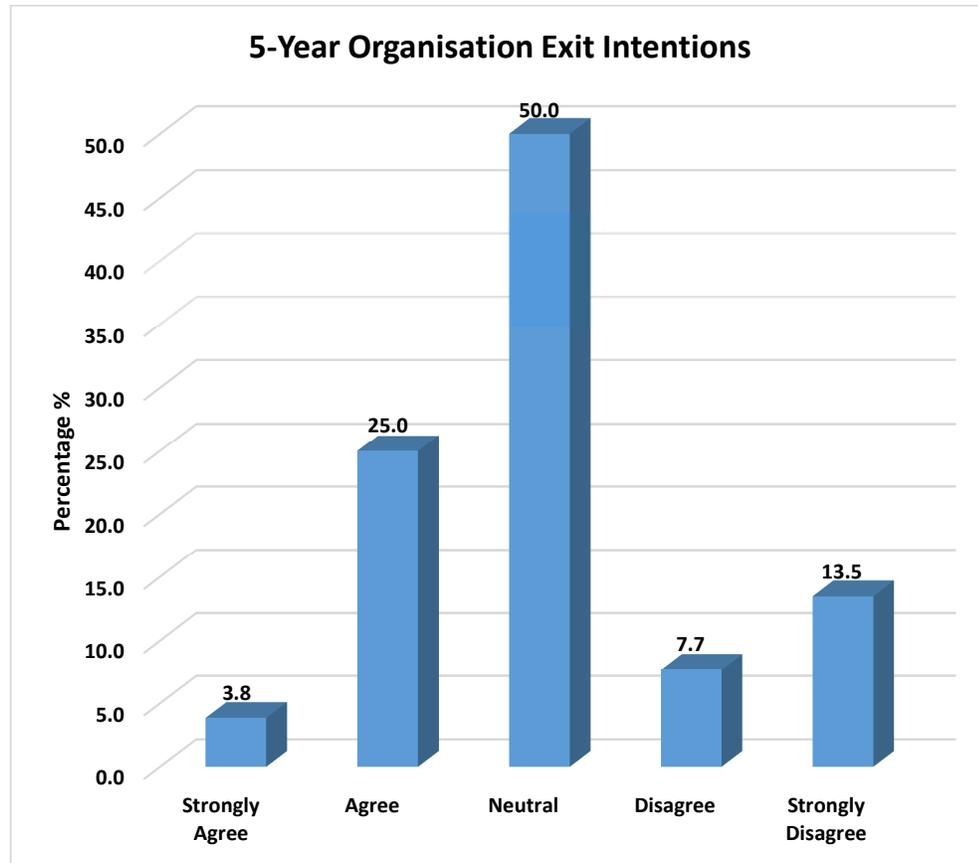


Figure 4.21: 5-Year Organisation Exit Intentions (Question 29)

Furthermore, there is a significant difference in job level and the likelihood that they would leave the company within the next 5 years ($H(2) = 10.728$, $p = 0.005$), as determined by Kruskal-Wallis testing. People in senior and junior positions were less likely to leave the organisation as opposed to those in mid-level positions.

There is a significant, moderate, positive, correlation between likelihood of leaving the company within the next 5 years and willingness to relocate ($r = 0.466$, $N = 52$, $p = 0.001$), meaning that as the likelihood of leaving the

organisation increases, so too the willingness to relocate increases, and vice-versa.

There is a significant, moderate, positive, correlation between likelihood of leaving the company within the next 5 years and looking for better job opportunities ($r = 0.489$, $N = 52$, $p = 0.000$), meaning that as the search for better job opportunities increase, the likelihood of leaving the organisation increases, and vice-versa.

4.4 CONCLUSION

Chapter 4 provided a presentation and interpretation of the statistically analysed research data. The collected data was not normally distributed and that non-parametric Kruskal-Wallis testing and Spearman's Rho Ranked Correlations were necessary for data analysis. Cronbach's Alpha testing proved that the research sections were reliable.

Data descriptions were graphically presented by means of frequency tables, bar graphs and pie charts. Where applicable, data relationships including significant differences and correlations were highlighted and explained under each research question.

Conclusions and recommendations, as determined from the analysis and interpretation of the research data, are presented and discussed in Chapter 5.

5. CHAPTER 5 – CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

In Chapter 4, quantitative responses received from the survey questionnaire were statistically analysed and results presented. This chapter discusses and interprets the results obtained in Chapter 4.

Literature on the subject is compared to the interpretation and presented under each research objective. In conclusion, a retention strategy framework based, on the findings, is posited to form a guideline to black skills retention in the engineering company researched.

5.2 STATEMENT OF RESEARCH PROBLEM

South Africa is currently faced with a major shortage of a skilled and experience workforce in the science and engineering sectors (Dockel, et al., 2006; Rasool and Botha, 2011). One of the exigent challenges that organisations currently faces is employee retention (Mabuza and Proches, 2014). While companies compete for talent, those more likely to achieve and sustain competitive advantage are companies that become successful at attracting, retaining, and motivating good employees (Gomez-Meija, et al., (2012). Affirmative Action, Employment Equity legislation and the current retention problems experienced by South African organisations have increased career mobility opportunities for skilled black employees (João and Coetzee, 2012) and disrupted the labour market (van Rooyen, et al., 2010).

In light of this, the study set out to identify key factors that affect retention of black managers and technically skilled black employees at an engineering company in Kwazulu-Natal. In addition it intended to measure perceptions of employment opportunities external to the company.

The research covered the following objectives.

5.2.1 RESEARCH OBJECTIVES 1 AND 2

Objectives 1 and 2 were to establish factors that negatively and positively impact on retention of black managers and technically skilled black employees. The literature review highlighted several factors contributing to

employee retention. These factors were summarised into seven key retention factors viz. remuneration, career opportunities, job satisfaction, work-life balance, working environment, relationships and communications and leadership and management, and the seven key retention factors were ranked on a scale of importance by employees. These factors were measured and the findings are discussed below as follows:

5.2.1.1 Findings: Research Objectives 1

The first research objective is to establish factors that negatively impact on retention of black managers and technically skilled black employees.

The second-most important retention factor as ranked by respondents is Job Satisfaction. Hofaidhllaoui and Chhinzer, (2014) state that job satisfaction is an important, multi-faceted variable related to the decision to leave or to stay with an organisation and research has found that professionals associate their turnover intentions with their level of job satisfaction. Most respondents of this study (75 percent) indicated that they are not satisfied in their jobs. More than half of respondents ranked this in their top three most important retention factors. The lack of job satisfaction negatively impacts on retention of black managers and technically skilled black employees at this company.

The third-most important retention factor as ranked by respondents is career opportunities. Oladapo, (2014) states that opportunity for advancement is the most significant retention factor. Over half of respondents ranked opportunities for career growth in their top three most important retention factors, however, 63.5 percent of respondents in this study felt that there were no prospects for growth and promotion within the company. Overall, female respondents felt that there were less growth opportunities as opposed to males. A critical shortage of technically skilled labour, that has disrupted the labour market (van Rooyen, et al., 2010) and the perception of a lack of career growth opportunities within the organisation, negatively impacts on retention of black managers and technically skilled black employees at this company.

The fourth-most important retention factor as ranked by respondents is Work-Life Balance. In this study, 48.1 percent of respondents ranked Work-Life Balance in their top three important factors. It was found, from the data collected in this study, that females were less able to balance work-life demands than men. Indian respondents viewed Work-Life Balance as more important compared to African and Coloured respondents who think work-life balance was less important. Respondents that indicated they were less able to balance work-life demands were also predominantly in the 32 years and above age group. Overall this makes Indian females that were 32 years and older most susceptible to pressures of balancing work and family, lending negatively to this retention factor.

The fifth-most important retention factor as ranked by respondents is Working Environment. Studies have shown that organisations with a clear sense of direction, un-bureaucratic culture, working environment control, commitment to team innovative and supportive subcultures, all have a positive correlation with retention (Kotze and Roodt, 2005). The data analysis of this study, highlighted that majority of staff believed that;

- the work environment was not positive,
- the company did not apply rules and policies consistently and
- they perceived to not fit in well with the company culture.

Working Environment is perceived, by respondents, to have an overall 12 percent effect on retention, in comparison to the seven key retention factors identified.

The sixth-most important ranked retention factor is relationships and communication. In this study, 84.6 percent of employees indicated that they did not enjoy working with the people in their teams. 44.2 percent of respondents in this study felt that they could not speak freely to managers and supervisors about certain work-related issues. It was also highlighted that poor communication can affect employees intentions to exit an organisation (Plaatjies and Mitrovic, 2014). However, according to the calculated average weighting of ranked importance of key retention factors (refer to Figure 4.1: Weighting: Average Ranked Importance of Key

Retention Factors), Relationships and Communication is perceived, by respondents, to have an overall 11 percent effect on retention, in comparison to the seven key retention factors identified.

The seventh-most important retention factor as ranked by respondents is Leadership and Management. Mabuza and Proches, (2014) found leadership style and support to be a critical factor in employee retention. In general, 73 percent of staff felt that they were not respected by their managers and 71 percent felt that their managers did not perform their duties adequately. However, from an employee retention perspective, according to the calculated average weighting of ranked importance of key retention factors (refer to Figure 4.1: Weighting: Average Ranked Importance of Key Retention Factors), Leadership and Management is perceived, by respondents, to have an overall 9 percent effect on retention, in comparison to the seven key retention factors identified and can be viewed as having a small negative impact on employee retention.

5.2.1.2 Findings: Research Objectives 2

This research objective was to establish factors that positively impact on retention of black managers and technically skilled black employees.

In this study, remuneration was ranked as the most important factor with over 78 percent of respondents ranking this as one of their top three most important factors. This is consistent with research conducted by João and Coetzee, (2012), Döckel, et al. (2006), Masibigiri and Nienaber, (2011), van Dyk and Coetzee, (2012), Banks, et al. (2012) and Plaatjies and Mitrovic, (2014) who all agree that remuneration and compensation is one of the strongest contributing factors of staff retention.

Over half of respondents perceived to be underpaid for the tasks they perform. However, only 9.6 percent of respondents believed that similar jobs at other companies remunerated better. This contradicts J. Stacy Adam's Equity Theory, which states that an individual's perception of equality and fairness of their work is relative to others to whom they perceive to be similar to oneself (Banks, et al., 2012). This disparity is better

attributable to motivational theory of Alderfer's ERG Theory's Universal Need of Relatedness, which refers to the fulfilment of social and status needs (Robbins, et al., 2009).

Furthermore, skilled employees quitting from an organisation does not mean that they are changing a job, but changing the organisation (Ahmad and Rainyee, 2014). What this implies is that skilled employees are less likely to change career path and usually leave an organisation but stay within the career field.

This study shows that Remuneration is the highest ranked retention factor and that employees from the company researched perceive that people in similar jobs in other companies are not being remunerated better.

This posits remuneration as the strongest retention factor, which positively impacts on retention of black managers and technically skilled black employees, for this company.

5.2.2 RESEARCH OBJECTIVE 3

Objective 3 was to measure perceptions pertaining to employment opportunities external to the company.

5.2.2.1 Findings: Research Objectives 3

Results of the data analysis showed that junior and mid-level employees did not believe that there were better career opportunities outside the company. Only small percentage of respondents (3.8 percent), most of which were in senior positions, believed that there were better external career opportunities. Furthermore, only 9.6 percent of respondents perceived that remuneration, which was identified as the most influential retention factor, was better at other companies.

The data analysed also highlighted that there was a significant, moderate, positive correlation in respondents indicating they were 'looking for better job opportunities' and 'willingness to relocate'. In addition, the analysis showed that employees in higher positions were more actively looking for better career opportunities and were more willing to relocate, as compared

to their more junior colleagues. This concurs with Nzukuma and Bussin, (2011) finding that African senior managers would rather move organisations to take control of their career, building skills and competencies.

However, as determined by Kruskal-Wallis testing, people in senior and junior positions were less likely to leave the organisation as opposed to those in mid-level positions. 28.8 percent of respondents indicated that they intend leaving the company within the next 5 years. It is important to note that Veldsman theorises that one's propensity to leave or stay is also affected by their mobility, which is the individual's means to pursue and secure alternative employment based on the current job-market situation, such as a labour demand, labour supply and economic climate (Kotze and Roodt, 2005).

Overall, while the likelihood of leaving the organisation decreased with the increase in age of the respondent, and while senior employees were more likely to look for job opportunities and more prepared to relocate, the data analysis highlighted that the risk, be it amongst a relatively small percentage of respondents, lay mostly with employees in mid-level positions.

5.3 LIMITATIONS OF THE STUDY

This research study's outcomes and generalised findings are strongly characterised by certain factors that may be unique to the electronic engineering company at hand. These factors are discussed as follows:

5.3.1 Age of Respondents

More than a third (34.6 percent) of respondents are in the above 46 year old age group (Table 4.5). This is as a result of the past retrenchments conducted in the company, where only key staff was retained on a 'First-In-First-Out' basis. Due to this, this age group constitutes a large portion of the company, which may be uncommon to other such companies in the industry. One has to then take cognisance of generational differences that may bias responses of respondents.

5.3.2 Qualifications of Respondents

The company surveyed may differ from most similar companies in the industry due to the specialised nature of the business it conducts and the technical competency requirements of its employees. As a result, only 26.9 percent of black skilled staff does not possess tertiary qualifications, as opposed to 73.1 percent that are tertiary qualified.

Thus ultimately, the findings of the study may not be applicable to other organisations within the electronic engineering industry and should be used only as a guideline to further research.

5.4 SUMMARY OF THE STUDY

The literature conducted identified seven (7) key retention factors. Data analysis conducted ranked the importance of these retention factors. The most important factor, Remuneration, was identified as impacting positively on retention, while the remaining six retention factors all were found to negatively impact on retention.

While most employees believed that they were underpaid, they however perceived that there were no better jobs external to the company.

Job Satisfaction and Career Opportunities were closely calculated as being the most important retention factors respectively that negatively impacted on employee retention.

Work-Life Balance was identified as the third-most important retention factor that negatively impacted on employee retention.

Working Environment was identified as the fourth-most important retention factor that negatively impacted on employee retention. In general, older respondents were more satisfied with the working environment as compared to younger employees.

Relationships and Communication was identified as the fifth-most important retention factor that negatively impacted on employee retention.

Leadership and Management was identified as the least important retention factor that negatively impacted on employee retention.

Finally, employee perceptions of external career opportunities lends positively to the organisation's intention of employee retention. It was also found that respondents in higher level positions were more actively looking for better opportunities and more willing to relocate, as compared to their junior colleagues. However, data analysis highlighted that employees in mid-level positions were the highest risk group when it came to company exit intentions.

5.5 RECOMMENDATIONS

The study shows that even with the current situation in the workplace, the company is well positioned when it comes to retaining employees, primarily due to its remuneration efforts and the external environment. It is however concerning that in the analysis of key retention factors identified, there are six areas that are undesirable for the company and this lends negatively to employee retention. Due to these unfavourable findings, the organisation needs to take cognisance that should conditions in the external environment change, there could be a rapid exodus of employees from the organisation.

It is also important to note that high levels of dissatisfaction of employees can negatively affect performance and the output of the organisation. Low motivation frequently results in a loss of obligation to the organisation (Moradi, et al., 2013). Furthermore, Veldman's Employee Commitment Model suggests that employee well-being can in-turn affect employee commitment and employee engagement with the organisation.

The focus of this study was on retention of black managers and technically skilled employees, and the benefits thereof. It is however important to note that employee retention can also negatively affect an organisation. Studies have shown that in some organisations poor performing employees, the lack of knowledge transfer and the lack of knowledge sharing can be non-beneficial to the organisation (Larkin and Burgess, 2013).

In conclusion, it is recommended that the company closely examine the results of the data analysis provided in Chapter 4 and address areas of shortcoming. While certain remedies may be globally applied, strategic talent retention efforts involve a targeted approach, as different groups of employees within the organisation have highlighted different areas of concern. This study should add valuable input into future talent management strategies of the company.

5.6 SUGGESTIONS FOR FUTURE RESEARCH

The study performed was undertaken at only one electronic engineering company in Kwazulu-Natal. Future studies should explore other electronic engineering companies, both within the region and nationally, to shed light on the issues of black skills retention within the industry.

Another aspect to consider in staff retention is mobility. João and Coetzee, (2012) found that career advancement is seen as an important factor for career mobility. Wöcke and Heymann, (2012) in their study titled 'Impact of demographic variables on voluntary labour turnover in South Africa' found that the level of education of an employee has a larger influence on employee mobility than race. Further studies should be undertaken to quantify the negative effect that educational investment has on employee retention.

5.7 CONCLUSION

This chapter answered the overall research questions and fulfilled the research objectives. The research study has identified key retention factors. The results of the data analysis highlights shortcomings within the organisation. In doing so, the research study identified;

- factors that negatively impact on retention of black managers and technically skilled black employees,
- factors that positively impact on retention of black managers and technically skilled black employees and
- measured the perception of employees pertaining to employment opportunities external to the company,

for an electronic engineering company in Kwazulu-Natal.

Furthermore, limitations of the research, recommendations for the organisation and suggestions for future research were discussed.

In conclusion, this research study provides valuable insight into future company-wide employee retention strategies and targeted talent management strategies.

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APPENDICES

APPENDIX A – SURVEY INFORMED CONSENT LETTER

Informed Consent Letter 3C

**UNIVERSITY OF KWAZULU-NATAL
GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP**

Dear Respondent,

MBA Research Project

Researcher: Teevesh Chitanand (0833052997)

Supervisor: D. Rampersad (0788013411)

Research Office: Ms. P Ximba 031-2603587

I, Teevesh Chitanand, am an MBA student, at the Graduate School of Business and Leadership, of the University of Kwazulu-Natal. You are invited to participate in a research project entitled '*Retention of Black Skills at an Electronic Engineering Company in Kwazulu-Natal*'. The aim of this study is to:

- a) Improve employer-employee relationships,
- b) Identify issues that impact on staff turnover and
- c) Provide input for future talent management strategies.

Through your participation I hope to understand, by means of analysis, employee perceptions of the company and the external environment and identify positive and negative issues that impact on staff turnover. The results of the focus group are intended to contribute to improving employer-employee relationships at the company and the findings of the study will assist similar companies within the industry.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this survey/focus group. Confidentiality and anonymity of records identifying you as a participant will be maintained by the Graduate School of Business and Leadership, UKZN. Please be informed that a copy of your consent document has been requested by the company.

If you have any questions or concerns about completing the questionnaire or about participating in this study, you may contact me or my supervisor at the numbers listed above.

The survey should take you about 10 minutes to complete. I hope you will take the time to complete this survey.

Sincerely

Teevesh Chitanand (28/05/2014)

APPENDIX B – CONSENT FORM

UNIVERSITY OF KWAZULU-NATAL
GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP

MBA Research Project
Researcher: Teevesh Chitanand (0833052997)
Supervisor: D. Rampersad (0788013411)
Research Office: Ms. P Ximba 031-2603587

CONSENT

I..... (full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project.

I understand that I am at liberty to withdraw from the project at any time, should I so desire.

SIGNATURE OF PARTICIPANT

DATE

.....

(This page is to be retained by researcher)

APPENDIX C - QUESTIONNAIRE

Questionnaire

Tick/Circle only one option for questions 1.1 to 1.7 below

1.1 Gender

- a) Male
- b) Female

1.2 Age

- a) 18-24
- b) 25-31
- c) 32-38
- d) 39-45
- e) Greater than 46 years

1.3 Race

- a) African
- b) Indian
- c) Coloured

1.4 Highest Completed Qualification

- a) Matric / Grade 12
- b) Certificate or Diploma
- c) BTech or Bachelor's Degree
- d) Honours / Master's Degree
- e) Doctorate

1.5 Remuneration per month (cost to company)

- a) Less than R15000
- b) R15001 – R30000
- c) R30001 – R45000
- d) R45001 – R60000
- e) R60001 or greater

1.6 Job Position

- a) Manager/Supervisor
- b) Engineer
- c) Technician (or similar)
- d) Administrative

1.7 Job Level

- a) Senior
- b) Middle
- c) Junior

APPENDIX C – QUESTIONNAIRE (cont.)

Tick only one box that most appropriately represents your opinion for the given statement.

	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	My job is satisfying					
2	I find my work interesting and challenging					
3	I perform my job well					
4	My job is stressful					
5	I have job security					
6	I earn a fair salary for the tasks I perform					
7	I have prospects for job growth and promotion					
8	I know what the company expects of me					
9	My contribution to the company is not important					
10	I get to use my skills and knowledge in the work I do					
11	I am able to balance my work demands and my personal life needs					
12	I work in a positive workplace					
13	I receive/have adequate training to perform my job					
14	Most other companies pay better for the similar job function I perform					
15	The company's working conditions are good					
16	I sometimes look for better job opportunities					
17	I am unable to speak freely about certain work-related issues to my manager/supervisor					
18	I am respected by my seniors					
19	I enjoy working with the people in my team					
20	My manager/supervisor performs his tasks adequately					
21	I feel I fit well with the company culture					
22	I am not treated differently by my manager based on my race or gender					
23	The company has a good management and leadership					
24	I am prepared to work overtime from time to time for the company to achieve its targets					
25	There are better job opportunities for me outside the company					
26	I would relocate for a better job opportunity					
27	My job gives me adequate flexibility to perform my tasks well					
28	I am able to make certain important job-related decisions					

APPENDIX C – QUESTIONNAIRE (cont.)

Tick only one box that most appropriately represents your opinion for the given statement.

	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
29	It is likely that I would leave the company within the next 5 years.					
30	I get feedback and recognition for the work I do					
31	The company keeps me informed of news and changes affecting the organisation					
32	The company applies rules and policies consistently					

How important are the following to you?

Rank the level of importance of the following items from 1 to 7, 1 being most important and 7 being least important. Each rank must be used only once.

	Job Element	Rank
1	People/Team I work with	
2	Opportunities for career growth	
3	My salary and company benefits	
4	Work conditions	
5	My managers/supervisors	
6	Job Satisfaction	
7	Work-Life Balance	

Thank you for participating in this study.

APPENDIX D – NATIONAL SCARCE SKILLS LIST (2014)

NO.	OCCUPATIONAL TITLE	NO.	OCCUPATIONAL TITLE
1	Electrical Engineer	34	Carpenter and Joiner
2	Civil Engineer	35	Welder
3	Mechanical Engineer	36	Environmental Engineers
4	Quantity Surveyor	37	Retail Pharmacist
5	Programme or Project Manager	38	SHEQ Practitioner
6	Finance Manager	39	Vocational or Further Education Teachers
7	Physical and Engineering Science	40	Natural Science Teacher
8	Technicians	41	Plumber (General)
9	Industrial and Production Engineers	42	Automotive Motor Mechanic
10	Electrician	43	Agricultural Engineer
11	Chemical Engineer	44	Foundational Phase School Teacher
12	Construction Project Manager	45	Mechanical Engineering Technologist
13	Mining Engineer	46	Software Developers
14	Accountant (General)	47	Toolmaker
15	Energy Engineer	48	Electrical Engineering Technologist
16	Materials Engineer	49	Land Surveyor
17	Electronics Engineer	50	Diesel Mechanic
18	Metallurgical Engineer	51	Electronic Instrument Trades Worker
19	Medical Superintendent / Public Health Manager	52	Sales and Marketing Manager
20	Telecommunications Engineers	53	Mathematics Teacher (Primary)
21	Energy Engineering Technologist	54	Metal Fabricator 651401
22	Millwright	55	Industrial Machinery Mechanic
23	Public Health Physician	56	Draughtsperson
24	Nursing Professionals	57	Actuary
25	Registered Nurse (child and family health)	58	Agricultural Scientist
26	General Medical Practitioner	59	Retail Buyer
27	Veterinarian	60	Air Conditioning and Mechanical Services Plumber
28	Industrial Pharmacist	61	Automotive Electrician
29	ICT Systems Analyst	62	Supply and Distribution Manager
30	Geologist	63	Civil Engineering Technologist
31	Hospital Pharmacist	64	Materials Engineering Technologist
32	Boiler Maker	65	Electrical Installation Inspector
33	Fitter and Turner	66	ICT Project Manager

**APPENDIX D – NATIONAL SCARCE SKILLS LIST (2014)
(cont.)**

NO.	OCCUPATIONAL TITLE	NO.	OCCUPATIONAL TITLE
67	Mining Engineering Technologist	84	Network Analyst
68	Metallurgical Engineering Technologist	85	Industrial Designer
69	Electronics Engineering Technologist	86	Local Authority Manager
70	Computer Network and Systems Engineer	87	Financial Investment Advisor
71	Mechatronics Technician	88	Health and Safety Manager
72	Research and Development Manager	89	Water Quality Analyst
73	Chemical Engineering Technologist	90	Logistics
74	Architect	91	Chief Information Officer
75	Mathematics Teacher (Grades 10 to 12)	92	Occupational Instructor / Trainer
76	Pressure Welder	93	Corporate General Manager
77	Retail Manager (General)	94	External Auditor
78	Earthmoving and Related Plant Operators	95	Ship's Engineer
79	Computer Network Technician	96	Rigger
80	Personnel / Human Resource Manager	97	Forestry Technician
81	Environmental Manager	98	Retail Manager (General)
82	Production/Operations Manager	99	Quality Systems Manager
83	Urban and Regional Planner	100	Medical Scientist

Adapted from Source: Department of Higher Education and Training; Republic of South Africa (2014)

APPENDIX E – TEST OF NORMALITY

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Gender	.493	52	.000	.482	52	.000
Age	.211	52	.000	.855	52	.000
Race	.349	52	.000	.718	52	.000
Highest Completed Qualification	.284	52	.000	.814	52	.000
Monthly Remuneration	.218	52	.000	.852	52	.000
Job Position	.404	52	.000	.679	52	.000
Job Level	.298	52	.000	.784	52	.000
My job is satisfying	.282	52	.000	.833	52	.000
I find my work interesting and challenging	.238	52	.000	.825	52	.000
I perform my job well	.288	52	.000	.711	52	.000
My job is stressful	.265	52	.000	.842	52	.000
I get to use my skills and knowledge in the work I do	.310	52	.000	.769	52	.000
I receive/have adequate training to perform my job	.241	52	.000	.874	52	.000
I am able to balance my work demands and my personal life needs	.210	52	.000	.851	52	.000
I have job security	.233	52	.000	.864	52	.000
I earn a fair salary for the tasks I perform	.286	52	.000	.863	52	.000
I have prospects for job growth and promotion	.291	52	.000	.864	52	.000
I know what the company expects of me	.327	52	.000	.789	52	.000
My contribution to the company is not important	.316	52	.000	.715	52	.000
Most other companies pay better for the similar job function I perform	.235	52	.000	.875	52	.000
The company's working conditions are good	.279	52	.000	.833	52	.000
I feel I fit well with the company culture	.276	52	.000	.835	52	.000
The company keeps me informed of news and changes affecting the organisation	.330	52	.000	.812	52	.000
The company applies rules and policies consistently	.301	52	.000	.851	52	.000
I am prepared to work overtime from time to time for the company to achieve its targets	.309	52	.000	.723	52	.000
I am unable to speak freely about certain work-related issues to my manager/supervisor	.179	52	.000	.910	52	.001
I am respected by my seniors	.284	52	.000	.833	52	.000
My manager/supervisor performs his tasks adequately	.281	52	.000	.847	52	.000
I am not treated differently by my manager based on my race or gender	.248	52	.000	.848	52	.000
The company has a good management and leadership	.282	52	.000	.854	52	.000
My job gives me adequate flexibility to perform my tasks well	.279	52	.000	.797	52	.000
I am able to make certain important job-related decisions	.326	52	.000	.820	52	.000
I enjoy working with the people in my team	.264	52	.000	.794	52	.000
I get feedback and recognition for the work I do	.262	52	.000	.885	52	.000
I work in a positive workplace	.289	52	.000	.864	52	.000

APPENDIX E – TEST OF NORMALITY (cont.)

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
I sometimes look for better job opportunities	.232	52	.000	.903	52	.000
There are better job opportunities for me outside the company	.338	52	.000	.786	52	.000
I would relocate for a better job opportunity	.194	52	.000	.909	52	.001
It is likely that I would leave the company within the next 5 years.	.296	52	.000	.853	52	.000
My salary and company benefits	.214	52	.000	.829	52	.000
Opportunities for career growth	.201	52	.000	.872	52	.000
People I work with	.194	52	.000	.889	52	.000
Work conditions	.165	52	.001	.940	52	.012
My managers/supervisors	.239	52	.000	.899	52	.000
Job Satisfaction	.144	52	.009	.927	52	.003
Work-Life Balance	.139	52	.013	.904	52	.001

APPENDIX F – VARIABILITY ANALYSIS

Variability Analysis: Key Retention Factors			
		Statistic	Std. Error
My salary and company benefits	Median	2.00	
	Skewness	1.171	.330
	Kurtosis	.726	.650
Opportunities for career growth	Median	3.00	
	Skewness	.316	.330
	Kurtosis	-1.382	.650
People I work with	Median	5.00	
	Skewness	-.605	.330
	Kurtosis	-.644	.650
Work conditions	Median	5.00	
	Skewness	-.230	.330
	Kurtosis	-.739	.650
My managers/supervisors	Median	6.00	
	Skewness	-.594	.330
	Kurtosis	-.557	.650
Job Satisfaction	Median	3.50	
	Skewness	.089	.330
	Kurtosis	-1.024	.650
Work-Life Balance	Median	4.00	
	Skewness	.213	.330
	Kurtosis	-1.254	.650
Variability Analysis: RQ 3			
Most other companies pay better for the similar job function I perform	Median	3.50	
	Skewness	-.146	.330
	Kurtosis	-.527	.650
I sometimes look for better job opportunities	Median	3.00	
	Skewness	-.002	.330
	Kurtosis	-.123	.650
There are better job opportunities for me outside the company	Median	3.00	
	Skewness	.299	.330
	Kurtosis	.763	.650
I would relocate for a better job opportunity	Median	3.00	
	Skewness	-.159	.330
	Kurtosis	-.441	.650
It is likely that I would leave the company within the next 5 years.	Median	3.00	
	Skewness	.538	.330
	Kurtosis	.059	.650

APPENDIX G – ITEM STATISTICS: OBJECTIVES 1 AND 2

RQ 1 & 2			
		Statistic	Std. Error
My job is satisfying	Median	4.00	
	Skewness	-.232	.330
	Kurtosis	-.199	.650
I find my work interesting and challenging	Median	4.00	
	Skewness	-.508	.330
	Kurtosis	-.278	.650
I perform my job well	Median	4.00	
	Skewness	-1.062	.330
	Kurtosis	2.401	.650
My job is stressful	Median	4.00	
	Skewness	-.924	.330
	Kurtosis	.884	.650
I get to use my skills and knowledge in the work I do	Median	4.00	
	Skewness	-.874	.330
	Kurtosis	1.595	.650
I receive/have adequate training to perform my job	Median	4.00	
	Skewness	-.120	.330
	Kurtosis	-.782	.650
I am able to balance my work demands and my personal life needs	Median	4.00	
	Skewness	-.306	.330
	Kurtosis	-.784	.650
I have job security	Median	4.00	
	Skewness	.056	.330
	Kurtosis	-.639	.650
I earn a fair salary for the tasks I perform	Median	4.00	
	Skewness	-.379	.330
	Kurtosis	-.791	.650
I have prospects for job growth and promotion	Median	4.00	
	Skewness	-.663	.330
	Kurtosis	.408	.650
I know what the company expects of me	Median	4.00	
	Skewness	-1.233	.330
	Kurtosis	2.122	.650
My contribution to the company is not important	Median	1.00	
	Skewness	1.551	.330
	Kurtosis	1.829	.650
The company's working conditions are good	Median	4.00	
	Skewness	-.551	.330
	Kurtosis	.157	.650
I feel I fit well with the company culture	Median	4.00	
	Skewness	-.078	.330
	Kurtosis	-.361	.650
The company keeps me informed of news and changes affecting the organisation	Median	4.00	
	Skewness	-.645	.330
	Kurtosis	.642	.650

**APPENDIX G – ITEM STATISTICS: OBJECTIVES 1 AND 2
(cont.)**

RQ 1 & 2			
		Statistic	Std. Error
The company applies rules and policies consistently	Median	4.00	
	Skewness	-.795	.330
	Kurtosis	.773	.650
I am prepared to work overtime from time to time for the company to achieve its targets	Median	4.00	
	Skewness	-.340	.330
	Kurtosis	-.777	.650
I am unable to speak freely about certain work-related issues to my manager/supervisor	Median	3.00	
	Skewness	.122	.330
	Kurtosis	-.958	.650
I am respected by my seniors	Median	4.00	
	Skewness	-.180	.330
	Kurtosis	-.227	.650
My manager/supervisor performs his tasks adequately	Median	4.00	
	Skewness	-.304	.330
	Kurtosis	-.131	.650
I am not treated differently by my manager based on my race or gender	Median	4.00	
	Skewness	-.579	.330
	Kurtosis	-.366	.650
The company has a good management and leadership	Median	4.00	
	Skewness	-.888	.330
	Kurtosis	.950	.650
My job gives me adequate flexibility to perform my tasks well	Median	4.00	
	Skewness	.142	.330
	Kurtosis	-.743	.650
I am able to make certain important job-related decisions	Median	4.00	
	Skewness	-.661	.330
	Kurtosis	.397	.650
I enjoy working with the people in my team	Median	4.00	
	Skewness	-.268	.330
	Kurtosis	-.823	.650
I get feedback and recognition for the work I do	Median	4.00	
	Skewness	-.460	.330
	Kurtosis	-.191	.650
I work in a positive workplace	Median	4.00	
	Skewness	-.692	.330
	Kurtosis	.105	.650

APPENDIX H – ITEM STATISTICS: OBJECTIVE 3

Item Statistics - RQ 3			
		Statistic	Std. Error
Most other companies pay better for the similar job function I perform	Median	3.50	
	Skewness	-.146	.330
	Kurtosis	-.527	.650
I sometimes look for better job opportunities	Median	3.00	
	Skewness	-.002	.330
	Kurtosis	-.123	.650
There are better job opportunities for me outside the company	Median	3.00	
	Skewness	.299	.330
	Kurtosis	.763	.650
I would relocate for a better job opportunity	Median	3.00	
	Skewness	-.159	.330
	Kurtosis	-.441	.650
It is likely that I would leave the company within the next 5 years.	Median	3.00	
	Skewness	.538	.330
	Kurtosis	.059	.650



30 May 2014

Mr Teevesh Chitanand (212535599)
Graduate School of Business & Leadership
Westville Campus

Protocol reference number: HSS/0413/014M
Project title: retention of Black Skills at an electronic engineering company in KwaZulu-Natal

Dear Mr Chitanand,

Full Approval – Expedited Application

In response to your application dated 15 April 2014, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol have been granted **FULL APPROVAL**.

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

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

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

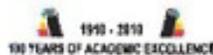
I take this opportunity of wishing you everything of the best with your study.

Yours faithfully


.....
Dr Shenuka Singh (Chair)
/ms

Cc Supervisor: D Rampersad
Cc Academic Leader Research: Dr E Munapo
Cc School Administrator: Ms Zarina Bullyra

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Flagging Campuses:  Ergwood  Howard College  Medunsa School  Pietermaritzburg  Westville