UNIVERSITY OF KWAZULU-NATAL

AN INVESTIGATION INTO THE INCIDENCE AND REASONS ASSOCIATED WITH MANAGEMENT EMPLOYEES' INTENTIONS TO LEAVE THEIR ORGANIZATIONS: PERCEPTIONS OF MBA STUDENTS IN KWAZULU-NATAL

` **By**

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ABSTRACT

Skills shortages in South Africa occur when demand for certain skills exceeds supply, South Africa has a high demand for mathematical, sciences and information technology (IT) related skills (Daniels, 2007:1). Factors such as HIV/AIDS, legislation (for example affirmative action), and rapid growth of the IT sector and the education system are contributing to the continuous increase in the skills shortages rate in South Africa (Daniels, 2007:1). As a result of the skills shortages, South African organisations find themselves competing with international organisations for managerial-level employees, resulting in a 'war for talent'.

This study specifically focussed on the incidence and reasons associated with managerial-level employees' intentions to leave their KwaZulu-Natal (KZN)-based organisations. In particular, the perceptions of MBA students studying at UKZN formed the focus of this study. The study, both primary and secondary data were collected and analysed. In the study the targeted population were managerial-level employees who were currently working in KwaZulu-Natal-based organisations and who had met the entry requirements of UKZN's Graduate School of Business (GSB). The purposive sampling technique was used and all the registered MBA students at the GSB of UKZN formed the target population that is, the target population comprised of all 1st year, 2nd year and 3rd year MBA students and there were approached following that same order.

In the study it was found that the three CFST sub-components that had the most influence on the managerial-level employees' decision to leave were aspects of the CFST related to careerpath strategies, management/leadership style and rewards. These results were more clearly supported and given stronger evidence by the rankings of the high scoring samples of the intention to leave (ITL) scale and propensity to leave (PTL) scale which depicted the same three CFST sub-components. Recommendations were made based on the findings of the study that South African organisations have a strong influence on the respondent's decisions to leave their organisations. It was also recommended that South African organisations should implement effective leadership/management style and should also offer their managerial-level employees competitive remuneration packages.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

CHAPTER 1: INTRODUCTION

1.1 AIM OF THE CHAPTER

The main research problem, the rationale for conducting the research and the specific aims the research intends to accomplish were discussed in this chapter. This chapter introduced the study topic by highlighting the level of skills shortages in South Africa. As a result of the high level of skills shortages in South Africa, there is a 'war for talent' and a 'brain drain' which has resulted in South African organisations adopting talent management strategies in order to reduce their employee turnover rates.

1.2 INTRODUCING SKILLS SHORTAGES, 'WAR FOR TALENT' AND THE 'BRAIN DRAIN'

Skills shortages occur when there is a high demand for scarce skills which does not match the demand and a good example is the sciences and mathematical related fields (Daniels, 2007:1). The literature review chapter identified these factors, including the following: HIV/AIDS, legislation (affirmative action), rapid growth of the information technology sector and the education system as contributing to the continuous increase in the skills shortage rate in South Africa. These factors lead to the continuous creation of vacuums of job vacancies in organisations and these vacuums are for people with highly specialised skills (Booysen, 2007:10).

As a result of the skills shortages, South African organisations end up competing with international organisations for talent and this leads to a 'war for talent'. South African organisations have become global players, hence they need to understand and be able to build a relationship with their highly skilled employees in order to avoid them from being poached by their global competitors (Kinnear and Sutherland, 2000:23). The emigration of skilled employees to other countries has accelerated the 'brain drain' rate which also excerbates the skills shortages in the current South African labour market. "The irony of international migration today is that many of the people who migrate legally from poor to richer lands are the very ones that Third World countries can least afford to lose: the highly educated and skilled. Since the great majority of these migrants move on a permanent basis, this perverse brain drain not only represents a loss of valuable human resources but could prove to be a serious constraint on the future economic progress of Third World nations." (Todaro, 1996 cited in Rapoport and Docquier, 2008:68). Most skilled professionals in South Africa are emigrating to other countries in large numbers (Herman, 2007). This results in the reduced

growth of South African organisations as they no longer have adequate skills to help them develop new products, implement new technology and processes (Nel, Werner, Haasbroek, Poisat, Sono and Schultz, 2008:2). Global competition for skills results in skilled employees having intentions to leave their organisations which is the first step leading to actual employee turnover (Herman, 2007).

Employee turnover occurs when an employee willingly resigns from an organisation that has provided him or her with remuneration for their employment services (Mobley, 1982 cited in Hom and Griffeth, 1995:4). There are various reasons that cause employee turnover in organisations. For instance, conflict with colleagues and immediate manager. In order to reduce the high employee turnover rates of skilled employees, South African organisations have begun to adopt various talent management strategies. Talent management mainly caters for highly talented individuals. It aims at developing their skills and maximising their potential to enable them to make outstanding contributions in achieving the organisation's goals and objectives (Smilansky, 2005 cited Armstrong, 2006:390). The current study will mainly focus on managerial-level employees and this will be discussed in the following section.

1.3 MANAGERIAL-LEVEL EMPLOYEE DEFINED

In the literature, 'managerial-level employee' is defined in the context of talent management, that is, talented employees. Some authors refer to these employees as 'knowledge workers'. According to a study conducted by Birt, Wallis and Winternitz (2004:25) the new power base in the labour market is a group of employees referred to variously as 'knowledge workers' or 'talent'. These are employees who have embraced a model which matches their needs for greater career freedom and who have sought-after knowledge and skills that place them in demand by organisations (Birt *et al.,* 2004:25). A learning individual at the centre of transmitting knowledge and skills in an organisation is known as a knowledge worker (Brown and Duguid, 1996, cited in Kinnear and Sutherland, 1999:41).

 ''We apply the word 'talent' indiscriminately when referring to a skill or aptitude, or to someone's intellect, achievement or interest, as an expression and even when referring to the ability of a group of people" (Joubert, 2007:6). The term 'managerial-level employee', for the purposes of the current study, refers to individuals who have been accepted to study towards a Master of Business Administration (MBA) degree at the University of KwaZulu-Natal (UKZN) Graduate School of Business. 'Managerial-level employees', for the purposes of this study, also include knowledge workers who are often employees who work in the information

technology and science industries and are aiming to be in senior management positions (Beckstead and Gellatly, 2004:12). The term also includes various professions such as teachers, nurses, marketers, human resources specialists, accountants, doctors, engineers, lecturers, administrators, supervisors and many other professionals aiming to be in senior managerial posts in their organisations.

The rationale for the adoption of the term 'managerial-level employee' in the context of this study was as follows: the UKZN Graduate School of Business (GSB) Open Day 2008 drew more than 120 prospective MBA students including business executives of all ages from local industry. "GSB Head, Professor Anesh Singh, set the standard saying: 'Only the best get in. Last year, the Financial Mail survey showed us to be the third most difficult school to get into'. We attract the best students who have potential to succeed" (www.ukzn.ac.za/UKZNOnline). UKZN's MBA programme was ranked number 6 in 2008 in a study conducted by Professional Management Review (PMR) (www.pmrnet.com).

According to the UKZN Faculty of Management Studies (2008:84) in order for applicants to enter the MBA programme the following conditions apply:

1) As many requests for entry onto the MBA programme are received every year, entrance onto the programme is through a written entrance examination that helps to assess the abilities and intellectual capacity of applicants' levels of business decision making.

2) Applicants may write the entrance examination only if they possess the following:

a) Have a basic degree or tertiary education equivalent to NQF 6;

b) Have at least 5 years of working experience, a minimum of 3 years of managerial-level work experience; and

c) Applicants should not be less than 25 years of age when they apply.

 3) There may be certain unique situations in which an applicant is supported by a School Board for them to be enrolled onto the programme. The UKZN Senate may allow such applicants, who fail to meet the requirements listed in 2(a), to be enrolled, as long as the applicants can justify that their intellectual capacity is sufficient for them to pursue a higher level tertiary qualification, as guided by Rule GR 7(b) (UKZN Faculty of Management Studies, 2008:84)

Skilled professionals who are able to meet the above entry requirements of an MBA therefore have specialised skills, a high level of intellect and a strong desire to develop their managerial skills. It is within the above context that the term 'managerial-level employee' is defined and operationalised in this study. As such, the targeted group of participants for the current study were the students who were currently registered for the UKZN MBA programme.

1.4 MBA FOCUS AND ITS MANAGERIAL-LEVEL SKILLS DEVELOPMENT

During the current economic crisis most business schools globally received a large number of applications for their MBA programmes. This was revealed by the Graduate Management Admission Council which administers the graduate admission tests and it also further revealed that 77% of the full-time MBA programmes that started in 2009 were enrolling more students than in previous years such as the year 2007 (Ryan, 2009:1). As more people enrol with business schools around the world to study towards their MBA degrees, one of their aims is to improve their skills and their market value in order to prepare for the coming leaner times. For instance, many organisations will retain employees who possess the much needed critical skills and those who have potential to add value to their organisational systems, products, services and processes when they cut down on their costs of labour through retrenchments or organisational restructuring (Ryan, 2009:1).

By doing the MBA programme, managerial-level employees experience personal enrichment, they are stretched beyond their comfort zones, they learn how to effectively communicate and socialise with their peers, they study career-changing modules, they experience stimulating guest lectures from various industry experts, and learn how to generate and share business ideas that relate to the current South African context (Bick, 2009:3). "Self actualised people are self-aware, concerned with personal growth, less concerned with the opinions of others and interested in fulfilling their potential" (Wagner, 2009). This is the highest level of Maslow's hierarchy of needs and it is also one of the key needs in Maslow's hierarchy of needs. MBA students are at different levels of Maslow's hierarchy. Some need it to advance their careers, others want it for prestige and status. Thus, MBA students develop themselves and in return they are more likely to be promoted at work and receive high financial rewards (Bick, 2009:3). In the current global crisis, managerial skills are crucial (Williams, 2009:5). South African organisations should ensure that they nurture and develop their talent in order to have high talent retention rates. The next section will outline the overall purpose of this study and the specific aims.

1.5 PURPOSE AND AIMS OF THE STUDY

The overall purpose of this study was to determine the incidence and reasons associated with managerial-level employees' intentions to leave their organisations. In particular, perceptions of MBA students studying at UKZN formed the focus of this study.

In particular this study aims:

1. To investigate the incidence of managerial-level employees' intentions to leave their organisations in KZN.

2. To determine the level of value placed on both intrinsic and extrinsic rewards by managerial-level professionals in their consideration to leave an organisation.

3. To establish the role of leadership/management style on managerial-level employees' intention to leave an organisation.

4. To investigate the level of influence career path strategies being used by KZN organisations have on managerial-level employees' intention to leave their current organisation.

5. To determine the influence of work/life balance issues on managerial-level employees' intention to leave their organisations.

6. To establish the level of influence an organisation's training and development strategy has on KZN managerial-level employees' intention to leave their organisation.

7. To establish the level of influence job satisfaction has on managerial-level employees' intention to leave their organisations.

8. To determine the influence of having an MBA on managerial-level employees' intention to leave their organisation.

9. To investigate the factors unique to living and working in KZN influencing managerial-level employees' intention to leave their organisations.

10. To determine the level of intention KZN managerial-level employees have towards working in countries other than South Africa and working in South Africa regions other than KZN and factors influencing this.

1.6 RATIONALE FOR THE STUDY

The 'war for talent' is becoming more serious everyday (Taylor, 2003:6). "The phrase 'war for talent' originated in the late 1990s as a means of highlighting the problems organisations were experiencing in attracting and retaining talented people" (Armstrong, 2006:26). Recent Hay studies indicated that almost one-third of the millions of people surveyed worldwide have intentions to resign from their jobs in the coming two years and in the past 5 years, employee attrition increased by more than 25 percent (Sherman, Alper and Wolfson, 2006:22). In some organisations, loss of managerial-level employees puts unbearable pressure on workflow management and leads to an increase in operating costs (Sherman *et al.*, 2006:22). Due to the increase of turnover costs, organisations are establishing effective measures that can help them reduce their high turnover costs. When implementing these

corrective measures, organisational managers utilise facts and figures in order to effectively address the turnover problem. Thus, they end-up formulating strategies based on unreliable personal assumptions (Sherman *et al.*, 2006:22). This shows that there is a need for quantitative data that will enable them to make accurate decisions based on facts (Sherman *et al.*, 2006:22). The study will enable South African organisations to improve their talent retention efforts and be able to have empirically researched information on the reasons why managerial-level employees are perhaps considering leaving their organisations.

Another motivation for the study is that organisations that have high employee turnover rates are losing a great deal of their human capital investments. "Employee turnover is a critical organisational phenomenon that has evoked considerable managerial and scholarly attention for many decades. Though currently interested in the shrinkage rather than the retention of their workforce, organisations are still concerned about turnover amongst select sub-populations and may devote more attention to the matter in the coming years" (Hom and Griffeth, 1995:3). Therefore, the study covered an area of great concern to organisations and researchers as problems continue to spiral in the 21st century as a result of critical skills shortages experienced globally.

This study provided future benefits for employers who are being affected by the skills shortage in South Africa and who have to compete intensively to acquire and retain talent. The study was crucial as the literature covered four sections, namely: skills shortages, the 'war for talent', employee turnover and talent management strategies. The study will highlight the potential influence of various factors on managerial-level employees' intentions to leave their organisations. This research will be of significant value to organisations as it provided information relevant to the design and support of talent management strategies that South African organisations may use to help them retain their managerial-level employees.

"KwaZulu-Natal is South Africa's third smallest province taking up 7,7 percent of South Africa's land area. It contributes R206,8 billion or 16,5 percent towards the country's Gross Domestic Product (GDP)" (Davis, 2008). Economic activities in KZN are centred in the Durban-Pinetown metropolis and Pietermaritzburg, with significant concentration in the lower Umfolozi area (Richards Bay/Empangeni), the Ladysmith – Emnambithi region and the Newcastle – Madadeni region (Coetzee, Economic and Business Report, January 2005). The continuous growth of KZN shows that there was a need for more managerial-level employees in KZN organisations and hence this study investigated the incidence and reasons associated with managerial-level employees' intentions to leave their KZN organisations. This research is beneficial to organisations in KZN during this time period of economic growth as they will

be able to know if their managerial-level employees are considering leaving in order for them to start planning new recruitment and retention strategies.

Another need for the study is the impact of the 'brain drain' on South Africa's managerial-level employees. This study reviewed literature on the 'brain drain's' effect on South Africa's economy and the rest of the African continent. Push and pull factors that were causing South Africa's managerial-level employees to emigrate to developed countries received attention and recommendations were made on how South African organisations can introduce employee retention strategies that can help reduce the 'brain drain' on their managerial-level employees.

"Organisations have to ensure that they have a talented pool of employees to drive the organisation to the leading edge. There are insufficient skills in South Africa, hence organisations should try their best to develop and maintain the talent they have amongst their employees" (Potgieter, 2007:44). The study aims to make a contribution by exploring the incidence of managerial-level employee intentions to leave their organisations by highlighting the reasons that influenced employees in South African organisations to leave their employers. Recommendations will be made on how South African organisations can improve their current employee retention strategies.

This study will help highlight the various approaches contained in the concept of talent management, that is, attraction, talent retention, motivation, training and development, career management, job design and the implementation of effective leadership styles. Findings of the study were provided on how these talent management approaches are linked together to produce a more coherent whole that can be used as a vehicle for the development and implementation of coordinated and mutually supporting approaches that help South African organisations to get and to keep the managerial-level people they need (Armstrong, 2006:26). The results of the study were outlined in greater detail the 'push' and 'pull' factors that influence managerial-level employees working for South African organisations considering leaving their employers. Work/life balance issues were outlined in the results of the study and how these issues influenced their decisions to leave organisations. Recommendations will be made in the study on how South African organisations can address some of the factors that influenced and caused managerial-level employees to leave.

1.7 STRUCTURE OF THE DISSERTATION

The study will consist of 6 chapters and these will be presented in the following section.

Chapter 1: Introduction to the research study

In the first chapter, key research concepts related to the 'war for talent' and the 'brain drain' were introduced. The study also presents the main purpose and aims of the study along with the rationale. The structures of the remaining chapters in this dissertation are outlined below.

Chapter 2: Literature review

In this chapter, the literature review covered four sections, namely: skills shortages, the 'war for talent', employee turnover and talent management strategies.

Chapter 3: Research methodology

This chapter covered the research design, targeted population and sample size, data collection methods, data analysis, location of the survey, ethical considerations and anticipated problems of the study.

Chapter 4: Findings

The findings chapter presents the information collected which had been analysed using descriptive statistics, namely: mean, mode, standard deviation, variance, range, minimum and maximum. The study also consisted of a further analysis section which covered the following: ranking of the CFST mean scores for the total sample, description of the responses to open-ended questions, relationships between research variables, exploration of differences in demographics in research variables, description of findings related to the sub-sample of respondents identified as having a strong intention to leave and description of the findings of the respondents who have a strong propensity to leave.

Chapter 5: Discussions

The discussions chapter focussed on linking the study findings to the literature reviewed in Chapter 2.

Chapter 6: Recommendations and Conclusions

In this chapter, recommendations were made according to the findings of the chapter and further readings that will be conducted by the researcher. Future research areas were also outlined in this chapter.

1.8 CONCLUSION:

This chapter introduced the study topic by highlighting the level of skills shortages in South Africa. As a result of the high level of skills shortages in South Africa, there is a 'war for talent' and a 'brain drain' which has resulted in South African organisations adopting talent management strategies in order to reduce their employee turnover rates. It also highlighted the reasons why managerial-level employees study towards an MBA degree. The rationale for the term 'managerial-level employee' was covered in this chapter. In the following chapter the literature review will cover four sections, namely: skills shortages, the 'war for talent', employee turnover and talent management strategies.

CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

The first section of this chapter will cover the phenomenon of skills shortages within the South African context. Factors contributing to the high skills shortages in South Africa will be discussed. The third section will cover the 'war for talent' amongst South African organisations and the strategies they are adopting to attract and retain managerial-level employees. Due to the 'war for talent' employees with skills that are in short supply in the South African labour market are more likely to receive attractive job offers from various organisations and, if their organisations do not formulate effective retention strategies, they may end up deciding to leave leading to high employee turnover rates. Thus, employee turnover will be covered in the fourth section of the chapter. Skilled professionals in the South African labour market are in short supply and this will be discussed in the next section.

2.2 SKILLS SHORTAGES IN SOUTH AFRICA

"The term 'skills shortage' is an amorphous concept that encapsulates many specific components, but at the heart of the matter is the idea that the demand for certain skills exceeds supply. In the discourse of labour economics, labour supply refers to the individuals who participate in the labour market with given endowments of human capital, whereas labour demand refers to the private and public entities that employ individuals" (Daniels, 2007:1).

In general there is a high skills shortage in South Africa. This is caused by two main reasons. In the first place, South Africa's education system is not producing enough learners with mathematical, information technology and science related subjects leading to few learners enrolling at technikons and universities to further their studies in these fields. Secondly, some of the skilled professionals are emigrating to other countries (Nel *et al.*, 2008:418). South African organisations that require more employees with science and technology education backgrounds are faced with a great challenge in the current South African labour market as the current education system is not producing enough graduates. South Africa has become a major player in the global economy, therefore its standards of education need to be uplifted to the maximum level (Erasmus, Loedolff, Mda and Nel, 2006:50). Hunter (2002:35) states that a study carried out by the Human Sciences Research Council amongst 273 organisations showed that 76% of these organisations were experiencing difficulties in recruiting skilled people. In particular, the shortages experienced were for engineers, technicians, information technology (IT) specialists, accountants, medical practitioners and managers.

In South Africa, long term planning and preparation was done to establish and agree on what encompasses 'scarce skills' by the Department of Labour and other various government departments. The 'scarce skills' list facilitates the establishment of the common 'scarce skills' in the current South African labour market (Department of Labour, 2006/7:61). It consists of 11 major 'families' of different occupations that are facing skills shortages and these are as follows:

1. Engineering
2. Health professions
3. Finance professions
4. Law professions
5. City planners
6. IT/ICT professions
7. Natural science professions
8. Management professions
9. Education profession
10. Transport professions
11. Artisans (Department of Labour, 2006/7:61).

According to the Department of Labour (2008:5), South Africa needs a total of 20 085 in various engineering fields (chemical, civil, electrical, telecommunications, mechanical, mining and miscellaneous), 16 430 (health diagnostics, health therapy professionals, midwifery and nursing professionals), 4270 finance professionals (accountants, auditors, corporate services, financial brokers and financial investment advisers), 1420 law professionals (solicitors and counsellors), 2590 city planner professionals (architects, landscape architects, cartographers, surveyors, urban and regional planners), 885 information and communications technology professionals, 13 760 natural and physical science professionals (agricultural and forestry scientists, chemists, environmental scientists, geologists, medical scientists, veterinarians and miscellaneous science and physical science professionals), 22 600 management professionals (advertising, marketing, sales, finance, human resources management, policy and planning managers, research and development managers, contract or project managers, construction managers, engineering managers, operations managers and supply and distribution managers), 41 615 education professionals (higher education lectures and school teachers), 14 320 transport professionals (air, marine, car, train, bus and truck drivers) and 23 810 artisan professionals (manufacturing and processing technicians, fabrication engineering, mechanical, panel beaters and trimmers) (Department of Labour, 2008:5).

"The credit crunch is going to call for real management skills: sustained responsibility for building and maintaining organisations and leading change" (Williams, 2009:5). Therefore, the current managerial skills shortages in South Africa will have a negative impact on organisations during this recession time period as they are in dire need of managers with vast knowledge in their operations or processes, who can also lead them effectively during this difficult time-period of the global crisis (Williams, 2009:5). The figures of the South African scarce skills shortages list will continue to grow due to the high number of managerial-level employees leaving organisations and other factors contributing to the increased skills shortages that was discussed in the following section. Thus, South African organisations need to establish the reasons why managerial-level employees may have intentions of leaving their organisations, in order to establish measures that may retain them for a longer period.

2.2.1 Factors contributing to the skills shortages

The environmental factors contributing to the high skills shortages in South Africa are the following: HIV/AIDS, legislation, crime, education system, economic growth rate and technology and the telecommunications sector. Some of these factors increase both skills shortages and the 'brain drain'. These are discussed further as follows:

2.2.1.1 HIV/AIDS

"HIV stands for Human Immuno-deficiency Virus. This virus enters the body through the blood stream or other body fluids and attacks the person's immune system which protects him or her from a wide range of infections" (Hunter, 2004:24). Apparently, it is estimated that 50% of people who acquire HIV/AIDS eventually contract tuberculosis (TB), thus their infection rate increases and eventually they will die of AIDS (Finnemore, 2002:56). The Human Immuno-deficiency Virus (HIV) is one of the factors contributing to skills shortages in SA. HIV/AIDS is eliminating both skilled and unskilled employees and this results in the reduced human capital realisation rates in South Africa (Erasmus *et al.*, 2006:59). By 2010, it is expected that 15% of skilled professionals will have acquired HIV/AIDS (Finnemore, 2002:56). People with HIV can stay healthy for many years and most infected people do not even know that they are HIV positive as there are no visible warning signs.

HIV/AIDS is one of the biggest challenges facing South Africa with an estimated 5,6 million infected people, the highest infection rate in the world (Nicolay, 2008:1), and an estimated 1700 new infections everyday (Hunter, 2004:1). In South Africa, KZN has the highest infection rate of HIV/AIDS (Nicolay, 2008:4). HIV/AIDS is one of the leading causes of death in South Africa; there are so many differing predictions of the number of people who

die of HIV/AIDS everyday that organisations and government end up resorting to using guestimate figures (Nel, Van Dyk, Haasbroek, Schultz, Sono and Werner, 2004:29). In South Africa, HIV/AIDS kills 1500 people everyday and in Africa, economically active people, those between the ages of 25 – 35, are being eliminated (Nel *et al*, 2004:29). Some of these people would have received some degree of education and training. Thus, South African organisations are losing skilled employees to this deadly disease and the labour market supply of skilled labour has been drastically reduced.

 "Life expectancy at birth is estimated at 48,4 years for males and 51,6 years for females. The life expectancy for both sexes is estimated at 50 years" (Statistics South Africa, 2007:2). Statistics South Africa (2007:2) further states that the release of the life expectancy assumes a mother-to-child transmission rate (the proportion of babies born to HIV positive mothers who will also become HIV positive) of 32% if no HIV treatment programme is followed and 11% if such a programme is in place. The average length of time a person has, who becomes HIV positive up until their death, is approximately 10 years (median time lapse from becoming HIV positive until death due to AIDS is estimated to be 10 years for both males and females). The HIV prevalence ratio was estimated to be 1,2 in 2007 for both males and females (Statistics South Africa, 2007:2). The current South African estimated HIV-prevalence rates (the percentages of adults who are infected with HIV) are shown in Table 1 below:

Table 1: Estimated adult HIV-prevalence rate, 2007

Women 15 - 49	Women 20 - 64	Men 20 – 64	Adults 20 – 64	Adults 15 – 49	Total Population
20,4	18,1	17,7	17,9	18,8	11,1

Source: Stats SA, 2007:2.

Thus, with a high prevalence rate of approximately 11,1% of the total population many lives of managerial-level employees are lost as a result of the HIV/AIDS pandemic. The average life expectancy is 50 years and the average retirement age is 65 years. Many skilled employees face the prospect of not living up to their retirement age if the average age is 50 years old and this will greatly impact skills supply in the South African labour market.

2.2.1.2 Legislation

The 'legal requirements needed to obtain work permits' are contributing to the skills shortages in the South African labour market. South Africa's economy is growing at a slow and steady rate and thus it will need to: improve its electricity supply rates (more engineers,

electricians and technicians are needed), improve skills availability (more teachers and lecturers), construct new road networks and stadiums for the 2010 World Cup (more civil engineers, architects and plumbers will be required in the labour market) and other specialists (who can help South Africa keep up with its rapidly expanding economy) (Isaacson, 2007:27). South Africa does not have adequate skilled professionals resulting in the option of recruiting skills from other countries. Many South African organisations, both small and large, are struggling to find appropriately qualified professionals to fill vacant posts and even though these vacancies are well advertised, they still do not receive applications from appropriately qualified applicants (Isaacson, 2007:27).

Due to the failure to find qualified South African managers, South African organisations resort to recruiting foreign nationals who meet the job requirements (skills and working experience) in order to supplement the local labour market. However, this alternative is greatly complicated by the current South African immigration laws that make it complex for foreigners to work in South Africa and assist it to reduce its high skills shortage gap (Isaacson, 2007:27). Even those managerial-level employees on the national scarce skills list are affected as they have to meet the Department of Home Affairs work permit application requirements. For instance, an employer must submit proof of advertising the vacancy, showing that the South African public has been made aware of the vacancy and the employer must also submit certification from a chartered accountant of the job description and that the position exists and is intended to be filled by a foreigner (Department of Home Affairs, 2008:4).

Isaacson (2007:27) contends that the challenges related to obtaining work permits are:
- Confusing official information provided telephonically and on websites
- A lack of a strategic approach to recruiting foreign staff
- Inconsistent information regarding the requirements for each permit
- Delays in processing permits (beyond the 30 days target time)
- Problems encountered due to engagement of unregistered and inexperienced immigration practitioners

The application of 'affirmative action' is another legislative factor leading to the high skills shortages and the 'brain drain' of managerial-level employees in South Africa. "In its broadest meaning, the phrase affirmative action is now generally understood to refer to the practice of favourably considering an individual's status as a woman or as a member of a racial or ethnic minority group. Affirmative action is designed to aid those that suffered

14

historical and widespread mistreatment in the form of both *de jure* and *de facto* discrimination" (Starks, 1992 cited in Swanepoel *et al.,* 1998:153). Therefore, affirmative action is a temporary tool currently being used by the South African government, organisations and universities as a way of ensuring there are fair, equal opportunities amongst all stakeholders (Starks, 1992 cited in Swanepoel *et al.,* 1998:153).

Affirmative action is often used in the granting of business tenders, recruiting employees and in university admissions and awarding of scholarships (Swanepoel *et al.*, 1998:153). It is estimated that more than one million white South Africans have left the country over the past 10 years (Van Aardt, 2006). The South African Institute for Race Relations (SAIRR) produced these statistics in one of its publications and it was clearly pointed out that mainly crime and affirmative action have caused over one fifth of white South Africans to emigrate to other countries (Van Aardt, 2006). Therefore, South African organisations are losing some of their managerial-level employees as they are emigrating to other countries where affirmative action policies are not being implemented.

2.2.1.3 Crime

The South African crime rates are excessively high. According to Hunter (2008:28), in 1996, the published figures on crime by Interpol showed that South Africa was ranked number one out of the 113 countries surveyed in terms of serious crimes, such as armed robbery, manslaughter and rape. Over the past fourteen years, the crime statistics have not improved (Hunter, 2008:28). Crime is one of the reasons why skilled managerial-level employees are leaving the country (Hunter, 2008:28). This has a negative impact on the labour market as the supply side of skilled professionals is reduced, leading to high skills shortages.

The following Table 2 depicts the crime cases reported to the South African Police Services (SAPS) during the period 2007/8:

Table 2: Crime cases reported to SAPS in 2007/8

Crime Type	Cases Reported to SAPS
Murder	18 487
Attempted murder	18 795
Assault Grevious Body Harm (GBH)	210 104
Common assault	198 049
Common robbery	64 985

Arson	7 396
Malicious damage to property	136 968
Burglary at residential properties	62 995
Motor vehicle theft	111 661
Stock theft	28 775
Illegal possession of firearms	13 476
Drug related crime	109 134
Driving under the influence of alcohol	48 405
Theft not mentioned elsewhere	395 296
Commercial crime	65 286
Shoplifting	66 992
Culpable homicide	13 184
Kidnapping	2 323
Abduction	2 728
Neglect or ill-treatment of children	4 106
Public violence	895
Crimen injuria	33 064
Rape	36 190
Cash-in-transit robbery	395

Source: SAPS, 2008.

Table 2 outlines the number of cases of crimes and types of crime that have been committed and reported to the SAPS during 2007/8. All the above types of crimes have negative consequences on the South African economy as investor confidence drops and fewer investors are willing to invest because of the potential high risk of losing their investments. Crime causes emotional pain and stress to the victims, their family and friends (Hunter, 2008:28).

"In South Africa crime emerged as the most frequent reason for professionals leaving the country in a study released by Grant Thornton. More than 80 percent of those surveyed cited

the high crime rate as a consideration for leaving South Africa permanently. No other factor received as many responses. National statistics for 2006 – 2007 show that aggravated robbery crimes, such as residential robberies, increased 24,4%, car hijacking 6%, business robberies 52,2%, bank robberies 18,6% and cash in transit heists 21,9%'' (Temkin, 2008). Thus, crime is indeed a major contributor to the high skills shortages in the labour market as managerial-level employees are forced to emigrate to developed countries with lower crime rates than South Africa and better state security organs.

2.2.1.4 Education system

The South African education system is another of the factors contributing to skills shortages in the current labour market. The education system in South Africa is divided into: primary school (grades 1 - 6), secondary school (junior secondary school grades 7 – 9), Further Education and Training (grades 10 - 12) and higher education which offers certificates, diplomas, bachelors degrees, masters degrees and doctorates in various specialisations (Nel *et al.*, 2008:428).

In secondary schools, learners were provided with an option to select from a list of 27 subjects such as economics, physical sciences and information technology (www.educationusa.gov). As a result of this education system, the subjects that were made optional to learners are the critical fields in the South African labour market (sciences and information or computer technology). This education system was not producing learners or matriculants with enough mathematical and science subjects (Nel *et al.,* 2008:418). When matriculants enrolled at universities in science and mathematics field degrees, many of them dropped out or failed exams because they did not have proper education foundation in these subjects. This led to lower numbers of students graduating at universities in fields such as accounting, information technology (IT), engineering, medicine, chemistry, econometrics and physics. Hence, the supply of skilled professionals into the South African labour market was low, resulting in skills shortages (Hunter, 2008:31).

However, the South African Department of Education introduced the New Outcomes Based Education (OBE) curriculum in 2008, in which the Higher and Standard Grade options offer learners one set of courses. The curriculum's main purpose is to improve the critical thinking skills that are needed by learners to succeed at tertiary level (www.educationusa.gov). However, the success of the new curriculum, which was introduced in 2008 in order to help reduce skills shortages in critical fields such as mathematics, information technology and sciences, is yet to be determined.

2.2.1.5 Economic growth rate

In order to predict the rate at which an economy is growing, the Gross Domestic Product is calculated. "The total value of all the goods and services produced in a country in a particular year is known as the Gross Domestic Product. This is calculated at what is known as factor cost that is, excluding subsidies and taxes imposed on any goods or services" (Hanson, 1986:283). The rapid growth of the South African economy since its independence in 1994 has led to an accelerated shortage of scarce skills in the local labour market. South Africa's Gross Domestic Product (GDP) increased by 4.9% in the second quarter of 2008 up from 2.1% during the beginning of 2008 (Hugh, 2008). The GDP has increased as a result of the South African government's strategies and priorities for economic growth.

The South African government has implemented a series of national policies such as Black Economic Empowerment (BEE) and through its Department of Trade and Industry (DTI), it developed an Integrated Small Business Strategy. The strategy seeks to improve government support for small businesses in order for them to create sustainable long-term decent jobs (permanent jobs with fringe benefits) in the small businesses sector (www.usaid.gov/sa). As a result of the small business strategy and BEE initiatives, many small businesses have been established in South Africa and more skilled managerial-level employees are needed to work and help grow these small businesses, resulting in further high skills shortages in South Africa.

Foreign Direct Investment (FDI) into South Africa in the past few years has led to an increased demand for skilled professionals in the economy. For example, Telkom is now partially owned by American and Malaysian organisations (Hunter, 2008:24). South Africa received a R33 billion cash inflow when ABSA bank sold a 60% stake of its ownership to Barclays Bank of England in July 2005 (Muneer, 2008). The current economic situation in South Africa is one of the major causes of the skills shortage. Various key economic indicators have contributed to accelerating the skills shortages. These are as follows:

(a) The "Exchange rate is the price of one country's currency (for example US dollar)" (Mohr, 1998:147). The value of developing countries' currencies consistently fluctuates against major international currencies such as the United States of America dollar (US$) and the British pound (£) and South Africa's Rand currency is a good example (Mohr, 1998:147). The strengthening of the developed nations' currencies attracts South Africa's managerial-level employees resulting in them emigrating to countries with stronger currencies to look for employment.

(b) "Inflation is a process of sustained price increases; the rate should preferably be measured over a period of not less than one year" (Mohr, 1998:108). In South Africa, the 2009 Quarter 1 Consumer Price Index (CPI) inflation rate was 10,30% (Rand Merchant Bank, 2009:2). The continuous rising of prices of basic commodities especially food, rates, water and electricity make the economic hardships of the general population worsen in a country with over 50% of the total population already living in poverty. Thus, it may be argued that at the end of the day, skilled managerial-level employees in South African organisations emigrate to other countries with low inflation rates where there are able to have high amounts of disposable income to save and use.

(c) "Interest rates are the payment for the use of a certain sum of money for an agreed period of time. If a person borrows R100 at a rate of interest of 5% per annum, he or she will in one year's time have to repay R105 that is, the R100 he or she borrowed and the R5 interest" (Hanson, 1986:343). In 2008, the repo rate was increased to 11,7% from 9,6% in 2007 (ABSA, 2008:10). The current 2009 repo rate is 9,5% (du Toit, 2009:1). "The repurchase rate (called the repo rate) represents the discount rate at which the South African Reserve Bank (SARB) is willing to accept repurchase agreements with banks" (Mohr, 1998:181). The prime rate for 2008 was 15,2%, up from 13,2% in 2007 (ABSA, 2008:343). In 2009, the prime rate for Quarter 1 was down to 15% (Rand Merchant Bank, 2009:2).

Thus, if the SARB increases the repo rate it means banks will also increase prime interest rates they charge to clients who borrow money from them and consumers will have to pay more for their car and home loans. As a result, it can be argued, some managerial-level employees may not be able to afford to buy houses or cars of their choice. It can also be argued that emigrating to other countries with better and more effective economic policies becomes the easier alternative for them to be able to live a lifestyle of their dreams and choice. In this way, South African organisations end up losing skilled employees.

2.2.1.6 Technology and Telecommunications Sector Growth

The growth and development of the technology and telecommunications industry rapidly increased over the past decade. "Advancements in technology have resulted in expansion and diversification of market opportunities. From a single telephony industry two and a half decades ago, telecommunications is now at the centre of multiple converging industries covering telephony, cable, computing, entertainment, to name a few, all creating in their wake, multitudes of opportunities for professionals and entrepreneurs as equipment manufacturers, service providers, software developers and content creators" (Nxele, 2008:4). As a result of this new emerging market opportunity there has been increased demand for

information technology (IT) related skilled professionals in South Africa (Nxele, 2008:4). For example, organisations such as Vodacom, MTN, Cell-C and Telkom have added many subscribers to their telecommunications networks over the past decade and these expansion programmes require a highly skilled labour force to drive and sustain them. Thus, the demand for skilled labour has exceeded the supply which results in skills shortages in South Africa. One of the key factors that is associated with skills shortages in the South African context is the issue of emigration, also known as the 'brain drain'. This will be discussed in the following section.

2.2.2 'Brain Drain' Defined

"The idea of a 'brain drain' implies a depletion of skilled people who are vital to the functional core of a national economy. In business, the functional core is simply a subgroup of key personnel in an organisation that are critical to its normal conduct of business" (McDonald and Crush, 2002:21). The 'brain drain' mostly takes away critical skills needed to build an economy. The 'brain drain' involves the emigration of individuals with senior tertiary qualifications – this encompasses a select few members of the populace in third world countries (an estimated 5% of economically active individuals) (Rapoport and Docquier, 2008:2). There is greater mobility amongst managerial-level employees whose skills are critical and scarce in the global labour market. The 'brain drain' is defined as the loss of some of the most educated employees and professionals from one geographical location to another, either moving from the countryside to the major cities or from a third world country to a first world country (Saravia and Miranda, 2004:608). Highly skilled persons may be individuals currently studying towards a university degree, have already completed their studies or those individuals who possess extensive working experience in a particular given academic field. As pointed out by the two definitions, the 'brain drain' occurs only when there is mobility of skilled professionals to other areas.

In 2000 there were 180 million migrants worldwide and half of those migrants were living in Organisation for Economic Cooperation and Development (OECD) countries. Out of these 180 million migrants, 60 million were aged 25 years or more and their education levels were primary, secondary and tertiary (Rapoport and Docquier, 2008:2). The statistics of skilled migrants living in OECD countries were as follows: Africa (7%), Latin America (18%), Asia (35%), Eastern Europe (8%) and from other OECD countries (32%) (Rapoport and Docquier, 2008:2). A third of Africa's skilled professionals such as doctors, university lecturers and many others have emigrated to the developed countries due to the 'brain drain' (International Organisation of Migration (IOM), cited in Barka and Ofori-Sarpong, 2008:1). For some of the less developed countries, the 'brain drain' has become a severe problem as the emigration

rates of skilled professionals is above 60% and some of these skilled professionals are the ones who make key direct contributions to these developing countries economies, for instance, engineers, IT specialists and medical doctors (Burns and Mohapatra, 2008:2). Therefore, the 'brain drain' can easily destroy a country's economic growth rate and reduce its standards of living.

2.2.2.1 South Africa's 'Brain Drain'

The rate at which South Africa is losing skilled professionals is high and the emigration statistics seem to be underestimated. There have been over 2 522 advertisements over the past 5 years offering employment for doctors in developed countries such as the United Kingdom, New Zealand, Australia and Canada. In the advertisements, great career development opportunities, better lifestyles and high remuneration packages were included (Herman, 2007). Therefore, some of the recruitment strategies being used by developed countries to attract skilled employees from Africa may stimulate the desire to leave their organisations.

Up to the year 2000, approximately 150 000 South Africans were confirmed to have emigrated to the United Kingdom and Western Europe and, in addition, more than 50 000 are believed to have emigrated to countries such as the United States of America, Canada, Australia and New Zealand respectively (Cross, Seager, Wentzel, Mafukidze, Hoosen and Van Zyl, 2009:4). Some of these South Africans are professionals who possess scarce skills that are in demand both in South Africa and western countries, for example, doctors, nurses, accountants and many other professions (Mills, 2002). In South Africa, many degree qualified skilled employees are emigrating to developed countries such as Australia. Countries such as Australia are increasingly reliant on overseas-born professionals in various occupations such as engineering, commerce, medicine, accounting, nursing and teaching (Hawthorne, 2007:2). This is further illustrated in Table 3 below:

Table 3: Differential Outcomes for Degree Qualified Migrants Arrivals in Australia

Differential Outcomes for Degree-Qualified Migrants 1996-2001 Arrivals by Select Country of Origin (2001)

	Own Profession	Other Profession	Admin/Management	Sub-Profession	Other	Unemployed	NILF	Not Stated	Number
South Africa	23.6%	19.2%	14.0%	10.2%	14.3%	4.4%	13.5%	0.9%	9097
UK/Ireland	22.2%	22.5%	12.9%	9.2%	15.9%	4.0%	12.5%	0.8%	26595
New Zealand	19.2%	17.7%	11.3%	10.8%	25.6%	4.7%	9.9%	0.9%	14957
USA/Canada	14.4%	21.2%	14.2%	8.2%	12.7%	4.4%	23.7%	1.2%	8565
India	12.9%	12.3%	3.6%	5.6%	31.7%	10.8%	21.4%	1.6%	14626
Philippines	9.3%	5.8%	1.7%	5.7%	42.5%	7.9%	26.0%	1.2%	6566
China (exc. Taiwan)	9.2%	8.7%	3.3%	5.1%	24.3%	10.0%	38.0%	1.2%	14039
Malaysia/HK/Singapore	9.2%	8.0%	3.1%	3.9%	11.7%	7.7%	55.8%	0.6%	13011
Lebanon	8.7%	7.7%	2.6%	7.2%	25.7%	9.6%	36.7%	2.0%	586
Viet Nam	5.9%	7.2%	0.6%	4.6%	25.8%	13.5%	41.6%	0.8%	1552
Iraq	5.7%	3.7%	0.3%	2.4%	18.6%	26.4%	42.4%	0.5%	1904
Indonesia	4.7%	4.2%	2.2%	3.4%	26.8%	11.4%	46.5%	0.8%	7198
Taiwan	3.8%	6.9%	4.3%	2.9%	12.1%	7.0%	62.2%	0.8%	2229
Other	10.1%	10.1%	4.7%	5.4%	25.4%	9.2%	33.7%	1.5%	56921
Average	11.4%	11.1%	5.6%	6.0%	22.4%	9.4%	33.1%	1.1%	

Source: Hawthorne, 2007:4.

Over nine thousand South Africans who are degree qualified emigrated to Australia in 2001, a minority of 4% were unemployed. Other emigrants came from various countries, both developed and developing countries (Lebanon, India, the Philippines, New Zealand and many others) arrived in Australia between 1996 – 2001 as shown in Table 3 above (Hawthorne, 2007:4). There are various causes of the 'brain drain' in South Africa and these will be covered in the following section.

2.2.2.2 Causes of the 'Brain Drain' in South Africa

As mentioned earlier, the 'brain drain' is also caused by economic conditions and legislation such as affirmative action. In order to understand and be able to manage the 'brain drain' it is crucial to understand why skilled employees emigrate. The emigration of skilled employees from South Africa and the rest of Africa to the developed countries results from the simple relation of economic, political, social, cultural, and religious factors (Dzvimbo, 2008).

"Zimmerman (1996) distinguishes between factors that 'push' people out of their home countries, and factors that 'pull' them to a new or 'receiving' country" (Dzvimbo, 2008). The push and pull factors of the 'brain drain' pointed-out by Barka and Ofori-Sarpong (2008:3) are as follows:

Table 4: Push and Pull factors

PUSH FACTORS	PULL FACTORS
- Poor remuneration packages - Low and eroding wages and salary - Poor living environments, inadequate transport services and housing etc. - Inadequate use of highly educated employees, poor working environments, lack of career advancement opportunities - Poor research services (caused by shortages of research assistants), inadequate research funding and unavailability of latest research equipment or machinery - Societal disputes, political unrest, political violence and differences - Deteriorating educational standards - Inequity in hiring, selection and promotion of employees - Violation of human rights and oppression by governments	- High remuneration packages - Better living standards - Highly conducive working environments, high career progression opportunities - Adequate financial research support, latest technological equipment, up-to-date physical facilities and good supply of skilled research assistants - Political freedom - Availability of highly advanced educational systems and the desire to have tertiary education from developed countries. - Hiring and selection of employees based on their abilities, skills or achievements - Academic freedom

Another push factor causing the 'brain drain' in South Africa is the inequality of salaries amongst racial groups. Salaries for African employees tend to be much higher than those paid to other racial groups in South Africa (Luyt, 2008:1). As a result of the apartheid system and its discriminatory legislation, the South African labour market had inequalities in occupations, working conditions and income levels amongst racial groups. Thus, the Employment Equity Act (No.55 of 1998) was created to support and redress the disadvantages in employment

experienced by designated groups in the past during the apartheid system (Nel *et al.,* 2008:78). Hence, it can be argued that because of the current inequality gaps in wage and salary distribution, some skilled employees are emigrating to other countries where income inequality gaps amongst racial groups do not exist or are minimal compared to those of South Africa. In doing so, the 'brain drain' rate increases rapidly in South Africa.

The high unemployment rate in South Africa is another reason why skilled employees emigrate to developed countries with better employment opportunities. Table 5 below illustrates the current unemployment rate in South Africa and the number of discouraged work seekers:

Table 5: Key Labour Market Indicators

Key Indicators	Apr-Jun 2008	Jul-Sep 2008	Q:2 to Q:3 Change	Q:2 to Q:3 Change
	Thousand	Thousand	Thousand	Thousand
Population 15 -64 years	30 705	30 801	96	0,3
Labourforce	17 844	17 777	-67	-0,4
Employed (Market production activities)	13 729	13 655	-74	-0,5
Formal sector (Non-agricultural)	9415	9439	24	0,3
Informal sector (Non-agricultural)	2340	2175	-165	-7,1
Agriculture	790	767	-23	-2,9
Private households	1185	1274	89	7,5
Unemployed	4114	4122	8	0,2
Not Economically Active	12 861	13 024	163	1,3
Discouraged work seekers	1079	1071	-8	-0,7
Other (Not economically active)	11 783	11 953	170	1,4
Rates	Percent		Percent points	

Unemployment rates	23,1	23,2	0,1	-
Employed/population ratio (Absorption)	44,7	44,3	-0,4	-
Labour force participation rate	58,1	57,7	-0,4	-

Source: Statistics South Africa, 2008:6.

Table 5 above showed that the working age population rose from 30,7 million in the second quarter of 2008 to 30,8 million in the third quarter of 2008. The unemployment rate was 23,1% in Quarter 2:2008 and it went up to 23,2% in Quarter 3:2008 (Statistics South Africa, 2008:6). Statistics published by Statistics South Africa indicate that 8000 jobs were established from January to March 2008, whereas, in the final quarter, the number of new jobs rose to 55 000. Interest rates consistently rose and Eskom's power outages continuously disrupted the soccer 'World Cup' construction projects and have reduced job opportunities (Rand Merchant Bank, 2008:1). High interest rates deter many potential investors from borrowing funds or bonds from financial institutions in order to start new businesses or expand their existing businesses which would lead to increased job creation.

The South African manufacturing sector cut 11 000 jobs in the 12 months prior to March 2008 and many more jobs were cut in the automotive parts, accessories and engine assembly sector (Rand Merchant Bank, 2008:1). Long term plans by the South African government to achieve a 15% unemployment rate by 2014 may fail with the current job cuts in different sectors of the economy. Thus, skilled employees who are affected by job cuts may resort to emigrating to developed countries were there are low unemployment rates and better job security. By doing so, the 'brain drain' rate will continue to increase. However, there are some positive factors associated with the 'brain drain' and these will be discussed in the next section.

2.2.2.3. Benefits of the 'Brain Drain'

One of the benefits of the 'brain drain' is the 'technology transfer' from the developed to the less developed countries when their citizens return to their country of origin. For example, many foreign nationals, especially from developing countries who are furthering their studies for instance, studying towards their doctoral degrees in the United States of America, when they return to their countries of origin will take with them an enormous amount of technological and market knowledge that will help provide an important technological

transfer which enables their home countries' economic, technological and education prosperity (Burns and Mohapatra, 2008:2).

The 'brain drain' helps 'promote exports' of local products to other countries. "According to a 2006 study by Javerick, Ozden Spatareanu and Negu, the United States of America's outward FDI is strongly correlated with the stock of migrants from the destination country. Finally, the diaspora can promote the exports of differentiated products to Europe and America where large stocks of African migrants can be found" (Janneh, 2008:8). The diaspora has made it possible for different kinds of African foods and ingredients to find a global market (Janneh, 2008:8). For example, when emigrants from South Africa host functions such as weddings or parties and they serve South African meals which may be well received by other foreign nationals attending those functions, thus leading to an increased demand for South African foods in those countries. The migration rates of skilled employees from South Africa is also opening up new markets for industries such as fashion and music as the emigrants take with them music and fashion from South Africa which may be well received by nationals from those countries. Therefore, opening up of new markets for South African products results in an increase in export levels and increased employment levels in the country.

Benefits, such as high salaries and fringe benefits, received by migrants working in other countries after obtaining high educational qualifications may encourage others to do the same (Nunn, 2005:9). Thus the 'brain drain' 'causes education inducement effects' in less developed countries (Nunn, 2005:9). However, this seems to be the case in African families, that is, if one educated family member succeeds in getting a job in the developed world his or her other family members and/or community will be highly motivated to do the same in order for them to be employed in the developed world. This results in an increased demand for education amongst the general citizens of less developed countries and literacy rates will also increase.

In Africa, the 'remittances sent home' by skilled employees working in other countries is one of the benefits of the 'brain drain'. It is estimated that Africans working abroad sent home US$45 billion a year (Barka and Ofori-Sarpong, 2008:4). "Whilst the importance of remittances for developing countries is not disputed, it does not make up for the social cost and adverse effects on developing economies of the outflow of skilled personnel in the form of 'brain drain'" (Barka and Ofori-Sarpong, 2008).

The 'brain drain' partly 'contributes to poverty reduction' in less developed countries. Remittances are direct person-to-person foreign currency flows from emigrants to their

families, friends and/or relatives in their countries of origin to help them meet their daily financial obligations. The remittances become income in many households and this money is used to pay for living costs such as rent and children's school fees. "World Bank economists, Adams and Page who have empirically studied this question, on average, a 10% increase in per capita of international remittances will lead to 3,5% decline in the share of the people living in poverty" (Janneh, 2008:7). Thus, when families can afford to send children to school, in the long run when these children complete their studies they will be able to look for employment and acquire better living standards.

South African organisations are faced with the great challenge of finding skilled employees in the labour market. This is clearly illustrated by the thousands of skilled employees needed and listed on the South African National Scarce Skills List mentioned earlier. Factors such as HIV/AIDS, legislation, unemployment, economic and technology continue to accelerate the rate of skills shortages. A change in South Africa's education system, especially towards motivating and inspiring learners to study mathematical, information technology and science related subjects, may help reduce the skills shortages in South Africa, especially in these fields in the future. The 'brain drain' has also negatively contributed to the skills shortages in South Africa as many skilled employees continue to emigrate to other countries leading to South African organisations competing for talent with international organisations. When there are few managerial-level employees left in the labour market, the 'war for talent' erupts and this will be discussed in the next section.

2.3 WAR FOR TALENT

In this 21st century, organisations are intensively looking for talent. In his speech, Winston Churchill observed that the "empires of the future will be empires of the mind and thus in today's context the battles of the future will be battles for talent" (www.hrsmartafrica.com). Hence, because of the high demand for managerial-level employees globally, many South African organisations are now involved in an aggressive battle for talent so that they can hire and retain talented individuals in the labour market. Those organisations that fail to out-compete their competitors in the 'war for talent' experience high employee turnover rates (Taylor, 2003:6). The 'war for talent' is becoming more complex everyday. During the apartheid era, South Africa was in isolation, that is, it was barred from trading in certain international markets because of apartheid; thus the battle for talent was kept as a 'civil war', but with the global village it means local organisations are now getting involved in the 'world war for talent' (Taylor, 2003:6).

The saying 'war for talent' is believed to have started during the 1990s as a way of

emphasising the difficulties organisations faced in attracting talent and ensuring that these employees continued to work for them for a long period of time (Armstrong, 2006:389). "In 1998, research by Mckinsey and Company, entitled the 'War for Talent' and involving 77 companies and almost 6000 managers and executives in the United States of America – highlighted the importance of the coming skills shortage crisis. The report identified that the principal corporate resource over the next 20 years will be talent, which due to identified demographic changes, will become increasingly difficult to find for which it will be costly to battle" (Brewster, Carey, Grobbler, Holland and Warnich, 2008:129). Thus, organisations are faced with the task of finding creative ways of retaining their managerial-level employees as most organisations are faced with a shortage of talent that they need to use strategically in order to achieve their organisations' goals and objectives (Brewster *et al.,* 2008:129).

Thus, South Africa is not the only country with skills shortages. Many skills that are in high demand in South Africa are scarce globally and this has resulted in a global 'war for talent' amongst organisations (James, 2008 cited in Butcher, 2008). The 'war for talent' has been exacerbated by rapidly expanding economies such as China, Brazil, India and Russia. For instance, in 2006, it was estimated China alone had a shortage of 300 000 accountants (James, 2008 cited in Butcher, 2008). The greater the economic development of nations such as China, Russia, India, Brazil becomes, the greater their need for managerial-level employees, which results in them hiring employees from different parts of the world.

The South African skills situation is similar to that of other third world nations. There is high availability of unskilled employees, inadequate job creation and high scarcity of skilled employees (Barker, 1999 cited in White, 2005:21). It is crucial that organisations determine the reasons why managerial-level employees are intending to leave in order to take corrective measures that can induce them stay longer in the organisations. Managerial-level employees are increasing their migration rate as the world has become a global village, which has resulted in an increased rate of skills shortages in various sectors of the labour force such as doctors, teachers, executives, accountants and other skilled professions (De Villiers, 2006:22). Organisations should ensure that they compete for the scarce talent that will enable them to achieve their goals and objectives successfully. After hiring and appointment of new managerial-level employees, organisations should ensure that they create and implement efficient talent management strategies that will enhance their retention so that they may be more willing to commit and work for the organisations for longer periods of time.

As has been dismissed thus far, the South African labour market has become a global battlefield to locate and recruit scarce talent. Organisations hire managerial-level employees

whom they expect to add value to their products, processes and customers so that they can capitalise on their profits. South African organisations are faced with the critical task of retaining their managerial-level employees in order to reduce their managerial-level employee turnover rates. Employee turnover statistics are being used by organisations to examine the impact turnover has on their operations. This will be covered in the following section.

2.4 EMPLOYEE TURNOVER

In the current study, the researcher further explores what motivates KZN's managerial-level employees to leave or have intentions of leaving their organisations. During this period of skills shortages, there is no definite effective way organisations can guarantee that they will fully retain their talent. Managerial-level employees, especially those with scarce skills, are consistently being offered well-paying jobs globally and some of these offers are too attractive for them to resist (Capelli, 2000:109). "Labour turnover is the analysis of the numbers of people leaving the organisation and provides the data for use in supply forecasting, so that calculations can be made on the number of people lost who may have to be replaced" (Armstrong, 2003:373). The word 'turnover' is also known as 'resign' as it indicates that the employee who quit will be replaced (Milkovich and Boudrea, 1994:404). Therefore, when managerial-level employees decide to resign or even when they are dismissed they contribute to an organisation's turnover rate.

Given the current labour market conditions in South Africa where there is a high shortage of scarce skills, the hiring of managerial-level employees is costly, especially if it takes a long time (months) to fill vacant posts, thereby making managerial-level employee turnover a key setback to organisations (Vera, 2001:30). Apparently there are many definitions of employee turnover and the employee attrition rate is the most commonly used (Brown, 2008). Employee attrition (overall number of employees leaving an organisation) is often used to show total numbers, even though it is a rather misleading comparison, as it includes retired employees, fired employees, and those laid-off (Brown, 2008). According to Brown (2008) total turnover rate is calculated as follows:

Employee attrition rate (total turnover rate) = Total number of exits

Average number of employees

Clearly, a high employee attrition rate in an organisation especially resigning, clearly indicates that there is a crisis in the organisation that is leading to managerial-level employees deciding to leave and needs management's attention before the organisation loses all of its

managerial-level employees. Some of the problems that cause high attrition rates might be outside the organisation's control and some are controllable, for example, cruel and strict managers can cause many employees to leave and a global economic crisis may lead to the organisation retrenching its employees. The different types of turnover that may affect South African organisations are many and this will be discussed in the next section.

2.4.1 Types of Employee Turnover

There are two types of employee turnover, that is, voluntary and involuntary (Loquercio, 2006:4). These are depicted by Figure 1 below:

Figure 1: Types of Employee Turnover
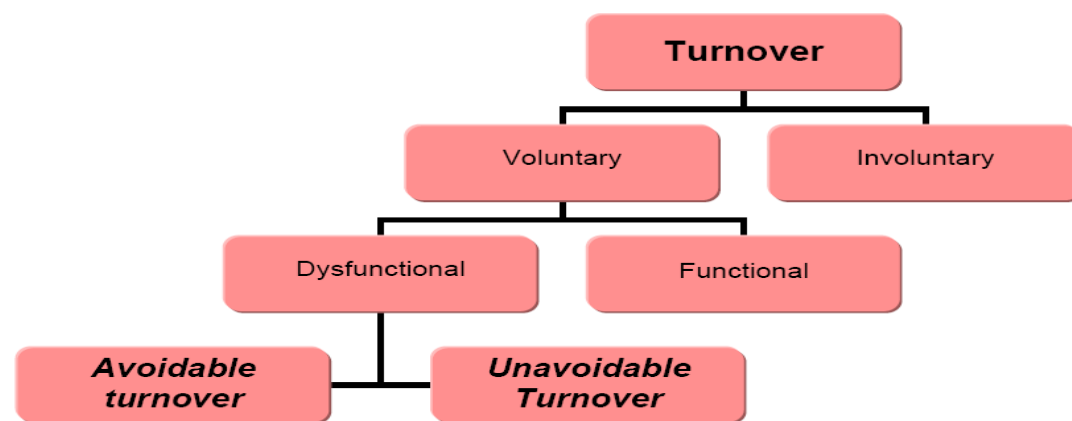
Source: Loquercio, 2006:4.

2.4.1.2 Involuntary turnover

Involuntary turnover occurs when an organisation dismisses or retrenches its employees because their services are no longer needed (Fisher *et al.*, 2003:766). This may be caused by factors beyond the organisation's control, that is, macro environmental factors such as the economy, legislation and technology. "More explicitly, involuntary turnover is understood as a separation initiated by the organisation (such as discharge)" (Vera, 2001:31). The Labour Relations Act, No.66 of 1995, requires employers, when dealing with cases of involuntary turnover, to comply with the Act and they should have policies and procedures that they follow and these should help the organisation avoid complaints of unfair dismissal (Nel *et al.,* 2004:106). Both South African employers and employees are protected by labour laws such as the Labour Relations Act, No.66 of 1995, and the Employment Equity Act, No.55 of 1998, which protect employees from unfair treatment in the workplace.

Employee turnover has severe consequences for organisations. Firstly, an organisation's image in the community, media and labour market is affected. For example, in 2008, South African organisations were negatively affected by the global economic crisis. Organisations that properly manage their retrenchments of employees will be able to maintain their image among the employees, trade unions and the general public. Whereas those who are taking advantage of the crisis to cut down on their costs through cutting down on labour will lose their employees trust and the respect of the general public. Secondly, involuntary turnover helps an organisation end employment of poor performers and this will enable the organisation to recruit again and fill open vacancies with new managerial-level employees with more potential to perform (Fisher *et al.,* 2006:766). Thirdly, turnover enables an organisation to get rid of employees who disrupt productivity. Some employees cause unnecessary conflict amongst their colleagues and their departure will enable the organisation to manage social and cultural integration to create good social ties in the workplace (Fisher *et al.,* 2006:766). However, some of the employees leave their organisations voluntarily and this will be covered in the following section.

2.4.1.3 Voluntary turnover

Voluntary turnover rate ignores involuntary departures such as resignations, dismissals and redundancies (Brown, 2008). Figure 1 depicts the different types of turnover, that is, voluntary and involuntary turnover. Rates of voluntary turnover are high in occupations that require scarce skills, for example, science and technology and other general low-paying jobs, especially in the retail and food services (Fisher, Schoenfeldt and Shaw, 2003:754). The decision to leave a job has many causes such as a reaction to different kinds of situations. For example, personal conflict with fellow employees can cause an employee to resign, pay, better conditions, mistreatment by an employee's manager and sickness, as mentioned earlier, especially diseases such as HIV/AIDS and cholera can cause an employee to be unable to continue working and seek fulltime medical assistance in a hospital or at home (Fisher *et al.*, 2003:755).

Functional turnover occurs when poor performing managerial-level employees leave an organisation thus making it possible for the organisation to recruit a more competent employee (Price, 2000). In order to maintain high productivity levels, some jobs require detailed organisational knowledge about its products, processes, systems and relevant working experience; thus, a managerial-level employee who holds this post becomes difficult to replace, either because the skill is in short supply in the marketplace or the position requires a great deal of organisation specific skills, experience or relationship building with clients that takes time to develop. Employees who can easily be replaced fall under functional

31

turnover and they should be encouraged to leave with accurate feedback on performance if the organisation operates under a merit system (Fisher *et al.,* 2003:760). New managerial-level employees help initiate new projects, ideas, new product development, services and different ways of accomplishing tasks in an organisation (Grobler*,* Warnich, Carell, Elbert and Hatfield, 2006:125). Employee turnover also helps an organisation to improve its ineffective recruitment decisions of managerial-level employees who are not suitably qualified for the various positions (Grobler *et al.*, 2006:125). Therefore, such employee turnover becomes functional.

Dysfunctional turnover occurs when top performing managerial-level employees leave, for instance, employees with scarce skills and high organisational knowledge of its processes and systems (Hollenbeck and Williams, 1986 cited in Taylor and Chin, 2004). Organisations that experience high turnover rates will have instability in their labour force, increased costs of hiring and lack organisational efficiency as a high number of production hours are lost as many vacancies will be left unfilled or open. Therefore, employee turnover that affects organisational productivity is dysfunctional (Grobler *et al.,* 2006:125). This is depicted by Figure 1 above.

South African organisations that only consider general turnover statistics may end up resorting to inappropriate strategies based on an incomplete analysis of the relevant data. It is crucial for these organisations to start by identifying the type of employees who are deciding to leave. Turnover may be functional or dysfunctional depending on the quality of employee leaving in terms of their job performance and work achievements; thus, the organisation will be faced with the task of deciding whether to retain the employee or not (Fisher *et al.*, 2003:759). Several studies have been done to discover the link between performance and turnover. It was found that managerial-level employees who perform below the expected standards are more likely to leave than the top performers in an organisation (Fisher *et al.*, 2003:759).

According to Fisher *et al.* (2003:759), a more sophisticated model for evaluating turnover functionality is depicted in Table 6 below:

Table 6: Performance replaceability strategy matrix

	REPLACEABILITY	
	Difficult	Easy
High	**A**. Highly dysfunctional turnover - Retain/develop - Prepare backup	**B.** Dysfunctional Turnover - Retain/develop employee
Average	**C**. Dysfunctional turnover - Retain - Prepare back up	**D.** Functionality depends on Cost of replacement - Retain or replace
Low	**E.** Short-run dysfunctional - Prepare replacement - Increase performance or terminate	**F.** Functional - Increase performance or terminate

Source: Fisher *et al.*, 2003:759.

Table 6 illustrates how important it is to differentiate turnover situations in terms of both employee work performance rate (high, acceptable and low) and complexity of replacing them (easy, difficult) in the organisation (Fisher *et al.,* 2003:759). In order for an organisation to attain high productivity levels it will have to make use of the different methods in each cell to discourage or encourage employee turnover. Due to the 'war for talent', it will be difficult for South African organisations, who experience dysfunctional turnover, to replace managerial-level employees who have left the organisation. In cell A, depicted in Table 6, employee turnover is extremely dysfunctional because the top performers will be hard to replace, either because they may have scarce skills or their position needs to be filled by someone with vast specific organisation experience of its processes, policies, products, services or with good relationships with its customers (Fisher *et al.*, 2003:759). Organisations

that are characterised by high customer contact and require strong relationships with customers, for example, attorneys and doctors usually have most of the employees found in *cell A* (Fisher *et al.*, 2003:759).

Cell B, as depicted in Table 6, is comprised of top performers who can be replaced easily. The incidence of turnover in cell B will be dysfunctional but it will not cause a high negative impact to organisational productivity. Organisations should persist in implementing employee retention strategies in order to reduce intentions to leave by these top performers. However, in cell B, organisations should refrain from using complex management development systems and expensive talent retention methods as they will not be necessary because the top performers in cell B will easily be replaced (Fisher *et al.*, 2003:760).

Cell C, depicted in Table 6, is populated by employees who perform acceptably well and are difficult to replace. Their departure from the organisation will result in organisational production or productivity being disrupted, hence their turnover is dysfunctional. Effective succession planning in cell C is crucial because when the acceptable performers leave the organisation they may not easily be replaced. The level of disastrous disruptions in the organisation's operational activities would be avoided by doing so. Organisations should make effective retention efforts towards acceptable performers so that they reduce their intentions to leave the organisation (Fisher *et al.*, 2003:760).

Cell D represents acceptable performers who can simply be replaced when they leave the organisation. Even if employee turnover in this cell is functional, it is all based on the amount of money spent on recruitment and development of a replacement. Thus, if it is more likely that the replacement will perform better than the current incumbent, then the organisation can withdraw from providing special efforts to retain acceptable performers in cell D (Fisher *et al.*, 2003:760). Acceptable performers, who show a high level of potential, may be trained to enhance their performance levels. For example, in organisations such as call centres, the tasks employees are supposed to do are simple and repetitive, hence training is not costly, new recruits are easy to find and employees quickly become bored and tired with their jobs within a short period of time (a month or year). Thus, organisations such as call centres encourage employee turnover as new employees have a tendency of being more highly motivated than their co-workers with long tenure records (Fisher *et al.*, 760).

Table 6 depicts *cell E and F* with employees who are poor performers. In both cells, organisations should aim to fully utilise their performance appraisal and remuneration systems to boost their employees' performance to reach satisfactory levels. Efforts to help

increase cell E and F employee's performance may work on some of the employees and if the efforts do not have a positive impact on the employees then turnover becomes functional. Cell F employees, who are low performers, may be dismissed if all the legal dismissal requirements have been adhered to by the organisation. Employees who perform below standard in cell E, who are not easy to replace, may be retained by the organisation until their replacements have been found if their performance does not increase to the required levels (Fisher *et al.*, 2003:760).

Thus, South African organisations that clearly distinguish functional and dysfunctional turnover will be able to retain high performers and average performers. As depicted by the model above, dysfunctional turnover is disastrous to organisations, especially when its key managerial-level employees are leaving. The organisation loses its intellectual capital, that is the knowledge that could be used to develop its products and services and thereby improve its business operations. Exit interviews play a crucial role in investigating the incidence and reasons associated with employee turnover. They help provide information on the reasons why managerial-level employees' are leaving and by doing so the organisation will be able to take corrective measures to address the problem areas that are identified (Dibble, 1999 cited in Harpur and Sutherland, 2002:34). Employees who are difficult to replace should be provided with necessary retention policies in order for South African organisations to reduce their intentions to leave. However, an organisation's retention efforts may be negatively affected by unavoidable resignations.

As depicted in Table 6, avoidable turnover takes place when managerial-level employees are not happy with their current jobs or employers (Loquercio, 2006:4). **Avoidable resignations** can be a result of job dissatisfaction, uncompetitive remuneration packages, conflict with co-workers or immediate manager and many other factors that can cause employee resignations in organisations (Loquercio, 2006:4). According to Grobler *et al.* (2006:126), avoidable turnover can be calculated as follows:

Avoidable turnover rate = Total separations   -   Unavoidable separation
                                       Average number of employees

Thus, avoidable turnover can be controlled by the organisation. For instance, managers can be held responsible for high turnover rates in their respective departments by the organisation. A high avoidable turnover rate signals that the organisation's retention efforts are not effective and the organisation needs to address policies that could improve the work environment.

Unavoidable resignations are dissimilar to avoidable resignations as organisations cannot avoid them. For example, family relocation, family matters, poor health or death may cause unavoidable resignations over which the organisation has no influence (Loquercio, 2006:4). Thus, some of the reasons that lead to high intentions to leave and dysfunctional turnover will be discussed in the next section.

2.4.1.4 Reasons why employees leave organisations

Various empirical studies have established more than 30 causes for employee turnover in organisations (Blake, 2006). However, the 10 most common reasons employees leave their organisations according to Blake (2006) are as follows:

a) Poor relationship between the employee and their immediate boss

There is a saying that "people leave managers, not organisations" (Blake, 2006:2). Many employees decide to leave their jobs as a result of conflict they may be having with their immediate managers (Blake, 2006:2). Managerial-level employees' immediate managers may regularly express disapproval of them and neglect to honour and appreciate their high quality work achievements, may constantly humiliate them in public at the workplace and/or even reject their time-off work requests (Blake, 2006:2). In an empirical study conducted by Hill and Knowton in 2007 with 434 MBA students from 12 top business schools from the United States of America, Europe and Asia the participants were asked about the factors that would cause them to reject job offers from various organisations. The majority of the participants mentioned 'mistreatment of employees' as one of the factors that would cause them to reject job offers from an organisation (Taaffe, 2008:21). Hence, misunderstanding between the manager and the managerial-level employee can lead to the employee rejecting job offers or promotions from within the organisation.

Managers who do not have adequate skills and experience in managing conflict in the workplace end up losing their best employees. Interpersonal conflict occurs between two or more people because of differences in opinions or values (Jones and George, 2006:574). Because of a poor relationship between managerial-level employees and their immediate manager, employees may lack trust and confidence in him or her. When employees no longer have confidence in top management they become more concerned about their future job security, resulting in them having high intentions to leave and start searching for alternative employment (Branham, 2005:183).

Organisations experiencing high turnover rates of their managerial-level employees because of poor relationships with their immediate managers should formulate policies that can help

them avoid such situations in order for them to retain their managerial-level employees. For instance, organisations can adopt talent retention as part of every manager's job description, educate managers on how to effectively provide corrective feedback and identify top performers and coach them on how to persuade employees, who have high intentions to leave, to stay with the organisation (Blake, 2006:2). South African organisations with managers who establish and maintain good communications or relationships with their managerial-level employees have better chances of succeeding in retaining them. This is because if you treat another human being with respect they will feel valued and hence their morale at work is enhanced which results in high job satisfaction. An employee who is happy in the workplace may have reduced intentions to leave the organisation (Vansickle, 1999).

b) Lack of a career advancement plan

The majority of employers in the 21st century are employing both generation X and generation Y employees. Both these groups are extremely interested in the following: continuously developing their skills, obtaining working experience, and career advancement opportunities that will enable them to sell themselves in the labour market (Blake, 2006:3). Their immediate bosses are the ones who are more capable of helping them to recognise and learn new skills as they have greater knowledge of their job tasks, areas of interest and work performance (Blake, 2006:3). Managerial-level employees, with increased intentions to leave, are usually young employees who are starting their careers in lower level positions. Young employees, because of the lower level positions they hold in organisations, are dissatisfied and are constantly looking for alternative employment and this increases the employee turnover rates of their organisations (Grobler *et al.*, 2006:126).

In a study conducted by Sandweiss and Lewin, 11 part-time MBA students were interviewed in-depth about employee retention. One of the factors that would make these managerial-level employees stay in their organisation was the opportunity for advancement (Sandweiss and Lewin, 2000:39). As they were about to complete their MBA degrees, these managerial-level employees were interested in using the knowledge they had acquired whilst studying towards their MBA degree. "A banker who was moving into management consulting commented that "l just knew that since l had an MBA, that l would be ready to move on to bigger and better things" (Sandweiss and Lewin, 2000:38). Thus, South African organisations that offer managerial-level employees opportunities to develop their skills, career and other growth opportunities will succeed in retaining them. Thereby, these organisations succeed in reducing employees' intention to leave.

c) A poor match between the employee and the job or the organisation

In most organisations, employees start off their jobs with a high level of motivation and enthusiasm. However, in some cases, where the new employee and the organisation are mismatched, the managerial-level employees' intentions to leave are increased (Blake, 2006:4). In order for organisations to ensure that there is a good person- organisation fit, they should:

- Ensure that jobs are described using new up-to-date information which clearly points out the skills and levels of intellect the work requires and other requirements needed to effectively perform the job well.

- New managerial-level employees should be asked to point out what they expect from the job and organisation. The organisation should also do the same about what it expects from them so that the two parties can assess or solve their differences at the beginning.

- Lastly, the organisation should constantly assess the common expectations it has with the employees after a period of (1 – 3) months (Blake, 2006:4).

Hence, a person-organisation fit is when a person and an organisation have common characteristics and/or meet each other's needs. Therefore, if the organisation is not meeting the employees' needs, their intentions to leave are increased which results in them making the decision to resign (Sekuguchi, 2004:182). Levels of stress and anxiety are more likely to be raised when new managerial-level employees commence their duties in a new organisational setting because they do not have comfortable routines for handling interactions and foreseeing the responses of others and they may not fit in with the organisational activities taking place around them (Brown, 2009).

Organisational policies, such as age-related policies, may conflict with the managerial-level employees' goals; for instance, the employee might want to retire after 65 years and the organisation's policy states 62 years as the retirement age. This may be de-motivating for the managerial-level employee and may lead to high stress levels of worrying about after-retirement income, especially if the employee still has children at school or university. Their intention to leave to work for another organisation with better, friendlier policies is increased. Organisations that properly inform, in advance, new employees about their job tasks, organisational policies, procedures, history and the required expectations will be able to ensure that they recruit and select managerial-level employees that have person-organisation fit.

d) Compensation not competitive

Organisations that offer managerial-level employees poor remuneration packages are more likely to have high turnover rates unless there are other compelling reasons for them to stay with the organisation. It is important for organisations to constantly review their employees' remuneration packages to ensure they match current market rates. Employee turnover closely follows economic conditions. In a high inflationary economy, prices of goods are continuously rising and employees fail to cope with their costs of living and organisations that do not offer competitive remuneration increase their intention to leave (Grobler *et al.*, 2006:126). Labour market conditions also determine the remuneration rates. That is, when there are skills shortages in the local labour market, the scarce skills that are in high demand by organisations become difficult to retain and their remuneration rates increase (Grobler *et al.*, 2006:126). Organisations that offer employees better remuneration are more likely to retain them in such labour market conditions.

e) No direct link between strong performance and increased rewards

Everyday employees go to work so that they are able to earn an income and fringe benefits, whilst on the other hand organisations expect them to use their skills in creating and improving their products and services. In organisations there are three factors that have relationships with the performance and rewards of managerial-level employees (Blake, 2006:6). Firstly, in organisations there are employees who always perform their tasks and duties on time as instructed by their managers. Their managers are highly dependant on them because of their high performance. In most cases, having the trust of their manager, motivates such employees, but it is also important for such employees to have their rewards linked to their job performance, otherwise they will become demotivated and end up leaving the organisation to work in organisations that offer performance-based bonuses and other incentives (Blake, 2006:6).

Secondly, organisations need to establish compensation systems that link with employee performance, especially for high performers. Some organisations have been using such compensation systems. For example, sales representatives in some sectors earn a base pay, plus commission and bonuses for increasing the organisation's production levels (Blake, 2006:6).

f) A need for meaningful stimulating work

In all organisations, some jobs are monotonous, lack career progression and are generally not interesting. Thus, an organisation's management can assist in enhancing such jobs through recognising their contribution to the organisation's success, re-designing jobs to reduce

boredom and increasing tasks and implementation of employee suggestions on how to enhance their jobs (Blake, 2006:7). South African organisations which offer meaningful and stimulating work to managerial-level employees, as clearly pointed out by Blake, are more likely to have employees acknowledging the value of their jobs to the organisation. If employees feel their jobs are beneficial to the organisation, they become motivated and performance improves in order to keep on contributing to the organisation's success. The employees' intentions to leave are reduced and talented retention rates of the organisation increase.

g) Lack of appreciation, recognition and rewards

Recognition is a critical ingredient in sustaining employee performance. Nothing can maintain an employee's commitment and participation better than a manager's ongoing gratitude and compliments for good work achievements and being supportive (Nel *et al.,* 2004:64). "The word 'thank-you' works magic" (Nel *et al.,* 2004:64). Organisations should continuously evaluate their managerial-level employees in order to identify top performers. Previously conducted studies on appreciation by Gallupy discovered that highly competent managers congratulated all their employees at least once every 5 working days (Blake, 2006:7). Thus, managers of South African organisations should continuously evaluate their behaviour and thinking towards recognising employees. Recognition programmes in organisations should involve commitment from top leadership and employee recognition ceremonies should be conducted, such as monetary rewards, dinners and parties to show appreciation to the employees (Nel *et al.*, 2004:64). Therefore, if South African organisations fail to value and appreciate their employees' achievements, they may look for alternative employment elsewhere where their work achievements are valued and recognised.

h) Insufficient coaching and feedback

Coaching is done when highly skilled managers direct the activities of low-level, inexperienced managers to assist them in building up their work performance; coaching also helps provide instant feedback on performance (Swanepoel *et al.,* 1998:495). Organisations that are not providing adequate coaching to employees are more likely to produce poor quality work as they are not receiving any guidance and feedback in the areas in which they are performing poorly. Employee feedback is crucial in the development and retention of newly recruited managerial-level employees. Usually during their first days of employment new managerial-level employees will be confused and uncomfortable in their new jobs; thus, constructive feedback enables them to be aware of the areas in which they are performing well, and this helps increase their morale and their job performance (Blake, 2006:8). In organisations, feedback enables managerial-level employees to know exactly what they

should do differently to enhance their performance.

However, there are three feedback guidelines managers should use and these were as follows:

- Communicate regularly with employees regarding positive feedback and appreciate their high performance, especially when new employees achieve quality results, in order to motivate them to continue to perform well.
- Negotiate with managerial-level employees as soon as they start working for the organisation on how they prefer to receive performance feedback.
- Communicate good feedback to employees as many times as you do with corrective feedback (Blake, 2006:8).

Poorly managed feedback systems by organisations reduce managerial-level employees' motivation, that is, their inner drive to continue performing as expected. Managerial-level employees who receive regular feedback from their managers tend to be highly motivated as they know the areas of their work in which they perform well and poorly. Poor feedback systems, as pointed out by Blake, (2006:8) are one of the reasons managerial-level employees leave organisations.

i) Quality of people the employee works with

The calibre of co-workers an employee works with may affect his or her working experience in the organisation in every way. A workplace is not conducive to good performances when a managerial-level employee has co-workers who are complainers and who perceive everything as wrong, employees who only do enough work to secure their jobs with no extra effort, employees who consistently disagree with management, resist change initiatives and who do not support their co-workers (Blake, 2006:9). Therefore, South African organisations that have employees with the above-mentioned characteristics are more likely to experience high employee turnover, as the managerial-level employees will always be demotivated because of their colleagues' attitude towards work. Organisations should regularly assess how they hire and select new employees. Induction and socialisation programmes should assist new employees to quickly adapt and learn the organisational culture so that they can develop a positive mindset towards working for the organisation (Blake, 2006:9).

k) Insufficient alignment of how the employee's work achieves organisational objectives and how the employee can be a greater success

In organisations, employees are only familiar with how to do their own jobs, and often are

unaware of:

- The importance of their jobs to both internal and external customers
- The level of positive contribution their jobs have to organisations and how it enables the organisation to achieve its goals and objectives. This helps managerial-level employees to be motivated and maintain their current work performance (Blake, 2006:10).

An organisation that provides insufficient alignment of how employees' work helps achieve its goals will experience high employee turnover as it is one of the 10 most common reasons why employees leave organisations (Blake, 2006:10). While the above reasons are frequently identified as the most common reasons why employees leave, there are others. Two further reasons are that the job was not as expected and stress experienced due to work/life balance challenges. When new employees join an organisation they usually have high expectations, both personal and work related (Hunter, 2006:10). Thus, when an organisation fails to meet their new employees' expectations, which may be realistic or unrealistic, is when problems begin (Branham, 2005:33).

"Psychological contract can be defined as an individual's belief about the reciprocal and mutual obligations between him or herself and their employer" (Rousseau, 1990 cited in Maharaj, Ortlepp and Stacey, 2007:1). In psychological contracts, both the employee and organisation have expectations of one another. "The psychological contract is an implicit contract between an individual and an organisation which specifies what each one expects to give and receive from each other in the relationship" (Kotter, cited in Branham, 2005:34). This is depicted in Figure 3 below:

Figure 2: The Psychological contract: two parties, four sets of expectations

What the Employee expects To receive ←	→ What the Organisation Expects to give
What the Employee expects To give ←	→ What the Organisation expects To receive

Source: Branham, 2005:34.

Figure 2 depicted the matches and mismatches that occur based on the four sets of

42

expectations in hidden contracts (Branham, 2005:34). For example, if a new managerial-level employee expects to be promoted after working for the organisation for a period of 12 - 18 months and the organisation does not consider such new managerial-level employees for promotion, this situation may be viewed as a mismatch by the employees. But when the organisation can and does give the promotion to a new employee after 12 months as he or she expected, there will be a match (Branham, 2005:34). Therefore, when the managerial-level employee discovers that their employer is unable to satisfy one of their main expectations, they will feel betrayed as if a real employment contract has been breached in bad faith. This may be the starting point from where the employee's performance starts to dip, he or she has reduced organisational commitment and later on leaves the organisation (Branham, 2005:37). Stress also contributes to employee disengagement at the workplace and it may increase their intentions to leave. This will be discussed in a later section.

There are many factors contributing to increased stress in the workplace. Organisations have increased their efforts to achieve higher productivity levels in order to out-compete their global competitors. The 2008 global economic recession forced organisations to cut down on the number of employees, while not proportionately downsizing the volume of work employees were expected to perform, resulting in them over-working (Branham, 2005:151). As mentioned above, the reduction of jobs by some South African organisations brings worries and anxiety about employees' job security and their future, which increases their stress levels. Working parents have to balance their work-life and personal-life issues, especially if they are single parents.

Issues such as job relocation lead to high stress levels as managerial-level employees will have to migrate to another area away from their family and friends. Some managerial-level employees decide to leave the organisation because they cannot cope with being away from their family and friends (Grobler *et al.*, 2006:126). On the other hand, some organisations do not have the money or capital to invest in technological equipment to help simplify their employees' day-to-day tasks. This results in managerial-level employees working long hours and as a result they have high stress levels. For instance, an administration department of a large organisation which still uses a manual record-keeping system instead of a modern computer is a good example (Plunkett, Attner and Allen, 2002:654). South African organisations that pay less attention to reducing their employees' stress and help balance their work-life issues, experience high employee turnover. This is clearly pointed out by the literature, as stress and work-life balance issues are some of the reasons why employees leave organisations (Branham, 2005:153). However, the various methods of measuring employee turnover will be covered in the following section.

2.4.2 Methods of Measuring Employee Turnover

Even though managerial-level employees may have differing levels of intention to leave, either high or low, South African organisations must still be able to accurately calculate their turnover rates in order to accurately establish their human resources plans. There are various methods of calculating and measuring employee turnover in organisations. These are further explained below:

2.4.2.1 The labour turnover percentage

"The number of leavers only includes natural turnover (resignations, termination, retirement and many others). It does not reflect any redundancies. Planned redundancies are reported and explained separately if relevant" (Nobilis, 2008). According to Nobilis (2008), this is calculated as follows:

$$\text{Turnover \%} = \frac{\text{Number of permanent leavers in the reported period}}{\text{Average actual number of permanent employees over the reported period}} \times 100$$

2.4.2.2 Regretted turnover percentage

"It is the number of permanent high potential employees leaving the organisation within the reported period versus the actual active permanent high potential employees on the last day of the previous reported period (physical head count)" (Nobilis, 2008). A high potential employee is one who performs his or her job beyond the expected standards, is more focussed when it comes to doing the job and secures promotions through high performance scores (Nobilis, 2008). According to Nobilis (2008) regretted turnover is calculated as follows:

$$\text{Regretted turnover \%} = \frac{\text{Top line employees}}{\text{Bottom line employees}} \times 100$$

South African organisations that have high regretted turnover percentages are losing their managerial-level employees with high potential of becoming high performers, who could take the organisations to a competitive leading edge. A high percentage of regretted turnover is a clear sign that the organisation is not providing an excellent working environment that is conducive for managerial-level employees to work and grow. Managerial-level employees with great potential should be offered various retention factors mentioned earlier such as tuition reimbursements, effective job design, job customisation and other factors that will help

reduce their intention to leave, because when they do so it becomes regretted turnover.

2.4.2.3 Survival rate

"A method of analysing turnover that is particularly useful for human resources planners is the survival rate: the proportion of employees engaged within a certain period who remain with the organisation after so many months or years of service" (Armstrong, 2006:377). Therefore, if an organisation conducts an assessment after a 2 year new employee training programme, the number of trainees who have managed to complete the programme must counted, and if 10 of the trainees from the original group of 20 are still working for the organisation, then the survival rate will be 50% (Armstrong, 2006:377).

Cohorts are groups of employees who start working for the organisation at the same time, for example, many South African organisations such as South African Breweries, Standard Bank, Massmart and Unilever conduct graduate recruitments yearly throughout South African universities (Brown, 2005, paragraph 16). "The distribution of losses for each entry group or cohort can be plotted in the form of a 'survival curve'" (Armstrong, 2006:377). This is depicted by Figure 5 below:

Figure 3: A survival rate curve

Leavers as a Percentage of total entrants
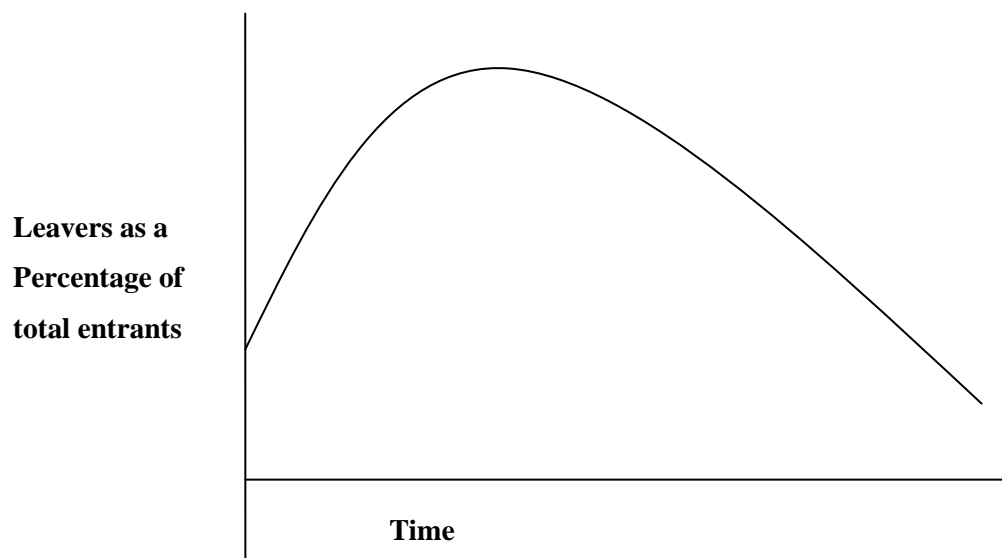
Time

Source: Armstrong, 2006:378.

"The basic shape of this curve has been found to be similar in many situations, although it has been observed that the peak of the curve may occur further along the time scale and or may be lower when it relates to more highly skilled or trained entry cohorts" (Armstrong, 2006:377). Rapid incorporation is one retention strategy that can be used effectively by organisations

because when the new employees are quickly trained and mentored they are more likely to start performing as expected. By doing so, they achieve their own personal and organisational goals and their intention to leave will be reduced. Thus, if the organisation trains them late it will experience a peak curve as shown in Figure 3 (Dychtwald, Erickson and Morison, 2006:110).

2.4.2.4 Stability index

According to Armstrong (2006:379), the formula for stability index is:

$$\frac{\text{Number with 1 year of service or more}}{\text{Number employed 1 year ago}} \times 100$$

The stability index shows the propensity for employees who have long tenures in the organisation, to remain working for the organisation and this indicates their level of intention to continue working for the organisation (Armstrong, 2006:379). However, the stability index can be misleading as it does not clearly outline the type of working environments found in such departments that have the majority of long serving employees (Armstrong, 2006:379). SA organisations with higher stability rates offer great working places; however, they should first determine the level of positions and skills the long serving employees possess to correctly measure their talent retention rates.

2.4.2.5 Length of service analysis

"The disadvantage of the stability index can be partly overcome if an analysis is also made of the average length of service of people who leave" (Armstrong, 2006:379). The length of service analysis is a bit misleading as it only takes into consideration departing employees. A more revised analysis is able to measure the number of employees quitting and the number of employees being employed (Armstrong, 2006:379). This is further illustrated in Table 7 below:

Table 7: Leavers by level of service

Occupation	Leavers by length of service						Total Number leaving	Average number employed	Index of labour turnover
	Less Than 3 months	3-6 months	6 months to 1 year	1-2 years	3-5 years	5 or more years			
A	5	4	3	3	2	3	20	220	10
B	15	12	10	6	3	4	50	250	20
C	8	6	5	4	3	4	30	100	30
Total	28	22	18	13	8	11	100	550	18

Source: Armstrong, 2006:380.

In the example depicted in Table 7, the total number of employees currently employed with less than 3 months service are 100 and the overall total of employees who have worked in the organisation for more than 5 years is 100 as well (Armstrong, 2006:380). "The proportion of leavers in each category would be 28% and 11% respectively thus, more revealing figures especially of previous periods could be analysed" (Armstrong, 2006:379). The length of service index helps organisations determine the time period managerial-level employees with high scarce skills are working for the organisation before they eventually leave. If the length of service is longer for occupations that are high in demand in the labour market, for instance, IT, accounting, engineering and other management posts, then the organisation's talent retention strategies are efficient and effective.

2.4.3 Costs of Employee Turnover

When managerial-level employees leave, there are various costs incurred by the organisation. An organisation incurs 'exit costs', that is, costs of organising exit interviews, parties to wish good luck to departing employees with their future endeavours and the processing of

paperwork for their final salaries (Fisher *et al.*, 2003:757). When employees leave, the organisation incurs 'replacement costs' such as the placing of job advertisements in the media, conducting of selection tests and induction programmes to help new employees to quickly adapt to the organisation's culture and systems (Fisher *et al.*, 2003:757). The 'other costs' that may be incurred by organisations may include the organisation's image as it can be seriously damaged by high turnover rates and, when the employees leave the organisation, it loses its investment in training and developing these employees (Fisher *et al.*, 2003:757).

Thus, the costs of employee turnover are enormous and it is important for South African organisations to avoid the negative impact of employee turnover through implementing effective employee retention policies that help reduce turnover of talented employees. In South Africa, the employee replacement costs are high. For instance, turnover for a senior manager such as a Chief Financial Officer can cost an organisation over R1 million rand in terms of replacing, recruiting and other costs (www.workplacestrategies.co.za). Employees who intend to leave follow a certain series of steps up until they decide to resign. This will be discussed in the next section.

2.4.4 How Do Employees Decide to Leave

An employee's decision to leave follows a series of steps. These are illustrated in Figure 4.

Figure 4: Traditional model of deciding to leave
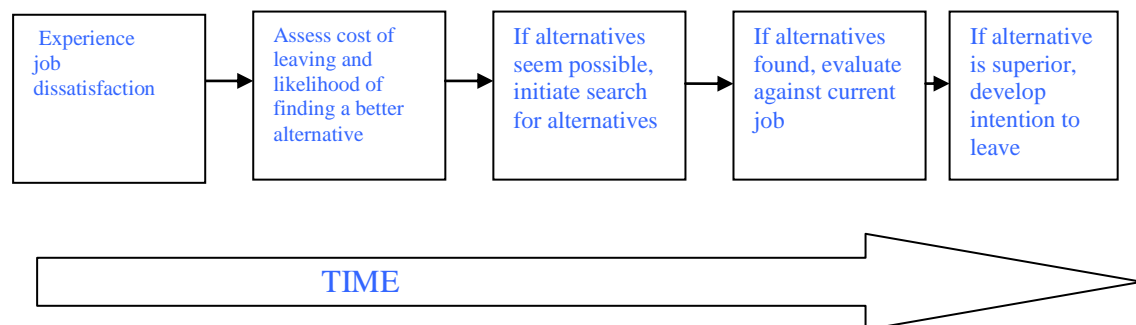
Source: Fisher *et al.*, 2003:756.

Having established the major causes of employee turnover, researchers have managed to determine the process followed by employees when they think of leaving their jobs (Fisher *et al.*, 2003:755). Figure 4 above also helped to illustrate that for employees to decide to leave their organisations they follow a series of steps. The first step is when employees experience job dissatisfaction and start thinking of leaving their job. In step 2, employees evaluate the costs of leaving their job and the probability of finding an alternative job. Step 3 involves the actual search for a job, that is, to establish if there is a high probability of finding an

48

alternative job. In step 4, if the employees manage to find an alternative job, they will compare it with their current job in order to select the best option. Lastly, step 5 occurs if the alternative job is better than the current job and at this stage employees start to have high intentions of leaving (Mobley, 1982 cited in Fisher *et al.*, 2003:756). An employee's intentions to leave eventually affects his or her decision to leave an organisation and this will be covered in the following section.

<u>Intention to Leave</u>

The 'intention to leave' and the 'propensity to leave' are related constructs. In the study, managerial-level employees' 'intention to leave' and 'propensity to leave' their organisations will be reviewed. "Intention to leave is simply referred to as a worker's intention to leave his or her present organisation. This concept is considered interchangeable with the term 'turnover intention', however, intention to leave is distinct from defining actual turnover" (Seonghee *et al.*, 2008:1). Thus intention to leave is based on an individual employee's approximation of time they will likely leave the organisation in the future. "Intention to leave is considered a conscious and deliberate desire to leave an organisation within the near future and is considered the last part of a sequence in the withdrawal cognitive process" (Mobley, 1978 cited in Seonghee *et al.*, 2008:1).

Both the intention to leave and the availability of alternative jobs results in actual employee turnover (Mowday, 1982 cited in Stroud, 2001:45). "An employee's intent to leave can influence subsequent turnover in two ways. Firstly, it may cause turnover fairly directly. That is, some people decide to leave their jobs even when alternative jobs are not available. Secondly, an employee's intention to leave may further influence actual turnover indirectly by causing the employee to initiate search behaviour for preferable alternative jobs" (Mowday, 1982 cited in Stroud, 2001:45).

The intention to leave concept has been used in other studies in South Africa. In a study by Maharaj (2003:2), the intention to leave concept was used and the study aimed at exploring whether there was a significant difference in the psychological contract of black and white male managers and the extent to which the perceived influence of employment equity practices was related to the psychological contract and intentions to leave. A sample of 55 respondents from a financial services organisation was used. Black and white males were found to differ significantly on employee balance type of psychological contract. Maharaj (2003:2) further stated that black managers were found to have a strong, positive relationship with the intentions to leave when they perceived their relationship with their employer to be in transition. The study also revealed that black and white managers had low intentions to

leave when they shared a mutual 'relational' psychological contract (Maharaj, 2003:2). Intentions to leave influence employee turnover as clearly indicated in the above study. Employees may have tendencies to leave organisations, thereby affecting turnover rates.

'Propensity to leave' an organisation by an employee is used in research studies as an alternative to turnover (Arnold and Davey, 1999 cited in Maharaj, 2001:42). The propensity to leave concept was used in an empirical study by Stroud (2001) in which the aim was to identify the organisational experiences of black graduates compared to white graduates. The target population comprised of 30 participants who were currently writing their articles and also employed as clerks in a large accounting firm (Stroud, 2001:1). "The study found out significant experiences existed between organisational entry experiences and propensity to leave. In this study no differences were found between the different racial groups on the variable of propensity to leave. The surprising areas were 'own work performance', 'training and learning opportunities', 'lifestyle outside work' and 'general atmosphere'" (Stroud, 2001:1). In another study by Govender (2006:2), the propensity to leave concept was used. The study aimed at reviewing job satisfaction among health care professionals in a sample population in the South African Military Health Services and 61 health care professionals participated in the study. Results of the study indicated that there was a strong correlation between total job satisfaction and propensity to leave (Govender, 2006:2). Therefore, the traditional model of deciding to leave shows that managerial-level employees' decision to leave is a gradual process up until they find an alternative job.

Employee turnover has various benefits. Highly experienced senior employees may choose to leave their organisation and can be substituted with less costly junior employees; problematic employees may leave leading to a better friendlier workplace for other employees; internal promotion is re-ignited due to new openings; and lastly, turnover leads to the increased willingness to accept new ideas and organisational transformation (Fisher *et al.*. 2006:757).

However, turnover occurs in each and every organisation either voluntarily or involuntarily. At times turnover can be functional and/or dysfunctional as mentioned earlier. South African organisations should give more attention and effort to reducing their voluntary turnover rates by resolving some of the common reasons that make employees leave. Employees' intentions to leave may result in them deciding to quit working for the organisation. Thus, if employee turnover is not controlled it can end up costing the organisation a great deal of money through recruitment and training costs. South African organisations that want to retain and effectively manage their managerial-level employees will have to implement talent management strategies. These will be discussed in the next section.

2.5 TALENT MANAGEMENT STRATEGIES IN ORGANISATIONS

As shown in this literature review, high skills shortages have resulted in a 'war for talent' and organisations have started adopting talent management strategies. In order for organisations to succeed in the 21st century, they should ensure that they have a large pool of managerial-level employees to drive the organisation to a leading competitive edge (Potgieter, 2007:44). "Talent management enables organisations to hire and retain people by forming a framework by which to manage human capital. Simply put, talent management is about matching people (their knowledge, skills, experience, abilities and attitudes) to the right jobs through the various human resources processes of selection, development, performance management and succession planning" (Kriek and Whitford, 2006:25). Talent needs to be harnessed strategically in order for organisations to have effective talent management. "Talent management is the use of an integrated set of activities to ensure that the organisation attracts, retains, motivates and develops the talented people it needs now and in the future. The aim is to secure the flow of talent, bearing in mind that the talent is a major corporate resource" (Armstrong, 2006:390).

Managerial-level employees who are well matched to their jobs tend to achieve high productivity levels, add more value and attain high performance levels as soon as they start working for an organisation (Kriek and Whitford, 2006:25). The high returns on effective talent management are: innovative employees, continuous generation of new ideas, constant process designs, new product developments and good communication. Therefore, investment in talent management is critical to the success of an organisation (Meyer and Litheko, 2007:8). The following section outlines the various elements of talent management used to attract and retain talent.

2.5.1 Elements of Talent Management
The elements of talent management and their interrelationships will be covered in detail and are shown in Figure 5 below:

Figure 5: Elements of Talent Management

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                        ┌──────────────────────────────┐
                        │   Talent Management (TM)      │
                        └──────────────────────────────┘
        ┌──────────────┬──────────────┬──────────────┬──────────────┐
        ▼              ▼              ▼              ▼              ▼
 ┌────────────┐ ┌────────────┐ ┌────────────┐ ┌────────────┐ ┌────────────┐
 │ Employee   │ │ Employee   │ │ Creating a │ │ Generations│ │ Career     │
 │ Attraction │ │ Retention  │ │ great place│ │ X and Y    │ │ development│
 │ Strategies │ │ Strategies │ │ to work    │ │            │ │            │
 └────────────┘ └────────────┘ └────────────┘ └────────────┘ └────────────┘
        ▼              ▼              ▼              ▼              ▼
 ┌────────────┐ ┌────────────┐ ┌────────────┐ ┌────────────┐ ┌────────────┐
 │ Employer   │ │ Rapid      │ │ Work/life  │ │ Total      │ │ Career     │
 │ Branding   │ │ incorpora- │ │ balance    │ │ rewards    │ │ Management │
 │            │ │ tion       │ │            │ │            │ │            │
 └────────────┘ └────────────┘ └────────────┘ └────────────┘ └────────────┘
                        ▼
                 ┌────────────┐
                 │ Tuition    │
                 │ remission  │
                 └────────────┘
        ▼              ▼              ▼              ▼              ▼
 ┌────────────┐ ┌────────────┐ ┌────────────┐ ┌────────────┐ ┌────────────┐
 │ Employer   │ │ Job design │ │ Leadership/│ │ Intrinsic  │ │ Career     │
 │ of choice  │ │            │ │ Management │ │ and        │ │ planning   │
 │            │ │            │ │ style      │ │ extrinsic  │ │            │
 │            │ │            │ │ influence  │ │ factors    │ │            │
 └────────────┘ └────────────┘ └────────────┘ └────────────┘ └────────────┘
                        ▼              ▼                            ▼
                 ┌────────────┐ ┌────────────┐              ┌────────────┐
                 │ Job        │ │ Job design │              │ Management │
                 │ customisa- │ │ and        │              │ Succession │
                 │ tion       │ │ sculpting  │              │            │
                 └────────────┘ └────────────┘              └────────────┘
                        ▼                                          ▼
                 ┌────────────┐                            ┌────────────┐
                 │ Employee   │                            │ Role of    │
                 │ suggestions│                            │ Training   │
                 │            │                            │ and        │
                 │            │                            │ Development│
                 └────────────┘                            └────────────┘
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EMPLOYEE RETENTION

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┌──────────────┐   ┌──────────────┐   ┌──────────────┐   ┌──────────────┐   ┌──────────────┐
│ Skills       │──▶│ The 'War for │──▶│ Employee     │──▶│ Adoption of  │──▶│ Employee     │
│ shortages    │   │ Talent'      │   │ Turnover     │   │ Talent       │   │ Retention    │
│ in SA        │   │              │   │              │   │ Management   │   │ Strategies   │
│              │   │              │   │              │   │ Strategies   │   │              │
└──────────────┘   └──────────────┘   └──────────────┘   └──────────────┘   └──────────────┘
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Modified: Armstrong, 2006:391.

2.5.1.1 Employee Attraction Strategies

Employment attraction strategies form a key component of the talent management model conceptualised by Armstrong and depicted in Figure 5. "Employer attractiveness is defined as the envisioned benefits that a potential employee sees in working for a specific organisation. It constitutes an important concept in knowledge intensive contexts where attracting employees with superior skills and knowledge comprises a primary source of competitive advantage" (Berthon, Ewing and Hah, 2005:151). In a highly competitive labour market, employers identify and create their 'employer value propositions' in order to establish their employment brands (www.au.hudson.com). A persuasive value proposition and a strong employment brand now play an important role in attracting and retaining scarce talent as organisations compete to be the best employers (www.au.hudson.com). There are various attraction strategies, including: employer branding, employer of choice, targeted recruitment and selection (Armstrong, 2006:396).

 Employer branding

As depicted in the talent management model in Figure 5, employer branding is one of the sub-components of the talent management model. In the 21st century, organisations are intensively competing against each other everyday and they are now giving more attention to brand management in order for them to succeed in a global competitive environment (Kotler, 2003:292). Nowadays the higher the net worth of an organisation the higher the value of its employer brand (Sparks, 2004 cited in Boyd and Sutherland, 2005:9). Brands help differentiate an organisation's products, promote quality, provide a guarantee of the product's durability and can enable an organisation to obtain a leading competitive edge (Sparks, 2004 cited in Boyd and Sutherland, 2005:9). "The concept of a brand has however undergone a rapid evolution in recent years. No longer are brands just visible or emotional symbols. Rather, they define the relationships with all of the organisation's key stakeholders including employees" (Sparks, 2004 cited in Boyd and Sutherland, 2005:9).

Employer branding is the reputation an organisation has in the labour market as an ideal place to work (www.corporate-eye.com). Organisations have discovered that intellectual capital, that is, the minds and hearts of employees, are critical to their success; hence, they are now putting more effort into attracting, nurturing and retaining their managerial-level employees through employer branding (www.corporate-eye.com). In order for employer branding to be effective, organisations have to constantly communicate the functional, monetary and psychological benefits they provide to their managerial-level employees so that they create a good reputation in the labour market (Berthon *et al.*, 2005:154).

Effective employer branding should involve all the employees (top – bottom) and must be continuously implemented at all levels in the organisation as it is more than a public relations exercise (Boyd, 2007:1). With employer branding, the organisation informs the managerial-level employees about its values and culture that drives its success. Employees perform well and have high levels of morale when they 'feel at home' in the workplace and their organisational commitment is also increased (Swartz, 2008). According to Taaffe (2008:14) Hill and Knowton, a leading global communications organisation with its headquarters in New York, which also operates in 42 countries worldwide, conducted a survey in 2007 that involved 434 MBA students in 12 top business schools in the United States of America (USA), Europe and Asia. "The factors that enjoyed greater prominence in terms of attracting the MBA students when assessing the reputation of an organisation were as follows: quality of products and services was stated by 89%, financial performance was mentioned by 71%, employee career opportunities was stated by 95% of the MBA students and social responsibility was mentioned by 58% of the students" (Taaffe, 2008:14).

 South African organisations that want to attract managerial-level employees through employer branding can communicate some of the above factors in their marketing communications to potential employees and try to achieve these standards so that they are able to attract these employees and become their employer of choice. This will be explained further in the following section.

Employer of choice

Another sub-component of the talent management model is employer of choice as depicted in Figure 5. "Any employer of any size in the public, private, not-for-profit sector attracts, optimises and holds top talent for long tenure because the employees choose to be there. The aim is to become an employer of choice" (Herman and Gioia, 2000:11). South African organisations should continuously aim to be employers of choice for their managerial-level employees. As a result of the 'war for talent', South African organisations are placing more emphasis on human capital as a way of attracting and retaining talent. "Employers of choice are those organisations that can outperform their competition to attract, develop and retain people with business related talent. They achieve this recognition through innovative and compelling human resources programmes that benefit both employees and their organisations alike" (Boyd and Sutherland, 2005:10).

Organisations that strive for the 'employer of choice' status offer highly differentiated employment advantages than those being offered by their competitors in the labour market. There are various factors that can lead to an organisation becoming an employer of choice and

these include the following:

- Provision of stimulating and satisfying work
- Opportunities for learning and career advancement
- Increased chances of employing prospective talent in the labour market because of the organisation's positive reputation of employing talented individuals and offering them advanced physical working facilities
- Provision of well balanced work/life working conditions
- Provision of highly competitive and performance based remuneration packages (Armstrong, 2006: 396).

Managerial-level employees of the 21st century prefer working in an organisation that is concerned about their personal goals and appreciates their quality performance results (Keith, 2008). South African organisations, by moving towards being employers of choice, will be able to keep their managerial-level employees engaged in their work thereby reducing the incidence of high employee turnover. South African organisations can check their progress of becoming employers of choice through checking voluntary turnover rates, absenteeism rates, the percentage of managerial-level employees leaving the organisation before finishing their induction training programme, number of potential employees accepting job offers from the organisation, regular evaluation on performance results and the level of training and development the managerial-level employees are receiving (Branham, 2005:209). An organisation that wants to ensure it retains its talent should offer them a balanced work-life (Armstrong, 2006:394). The work/life issues will be discussed further in the following section.

Work/Life balance

Figure 5 depicts work/life as a sub-component of creating a great place to work. The conflict between work and life is experienced by most managerial-level employees working in South Africa organisations (Mostert and Koekmoer, 2007). "Work-life balance is being aware of different demands on time and energy, having the ability to make choices in the allocation of time and energy, knowing what values to apply when making choices" (Clutterbuck cited in Ayling, 2008, paragraph 1). Today's working world has changed drastically, that is, in the 24 hour, 7 days a week time period, customers expect to receive the organisation's products or services at times that suit them. This results in employees working longer hours and increasing their work intensity (Ayling, 2008).

Many organisations, especially large organisations, are putting more effort into helping their

employees have a balanced work-life in order to reduce their intentions to leave. Empirical studies show that work-life conflict results in managerial-level employees having high absenteeism rates and reduced quality work results (Fisher *et al.*, 2003:644). "A recent study amongst South African employees revealed that work more often interferes with their personal lives than the other way around. The major reported stressors related to the work environment included: stressors inherent to the nature of the job, difficult and inflexible work arrangements, high pressure and work load, poor working relationships and an unsupportive working environment. Other important dimensions included spirituality and religion, exercises, hobbies and community activities" (Mostert and Koekmoer, 2007).

However, most of South African organisations are paying more attention to work-life balance issues. Many organisations are attempting to resolve their employees' work-life balance issues through becoming family-friendly by introducing new organisational policies (Fisher *et al.*, 2003:645). For instance, some organisations have started offering their employees flexitime, access to work from home, permission to compress a work week, paid family leave, job sharing and domestic partner benefits (Fisher *et al.,* 2003:645). Therefore, it can be argued that South African organisations that implement workplace initiatives may help resolve their managerial-level employees' work-life balance conflicts, which in turn may result in reduced intentions to leave.

According to Birt *et al.,* (2004:28) in their study that involved 64 talented employees from a top financial institution in South Africa, one of the variables that was mentioned by the respondents that they valued was the need for organisational provision of resources such as those to help employees manage their stress levels, provision of good working environments (in terms of facilities, office space, storage space and parking) and to assist employees badly affected by organisational conflict (Birt *et al.*, 2004:25). Therefore, South African organisations, by improving their managerial-level employees' work/life balance, will be able to retain them and reduce their intentions to leave and stress levels.

Leadership/Management style

Leadership/management is one of the sub-components of the talent management model depicted in Figure 5. "Leadership style refers to the way in which management philosophy manifests itself in practice" (Nel *et al.*, 2008:17). The association of leadership and employee productivity should be clearly pointed out. There is no doubt that managerial leadership and supervision have an important impact on motivation, employee loyalty, flexibility and satisfaction of employees (Swanepoel, Erasmus, Van Wyk and Schenk, 2000:391).

In a research study that was conducted and involved 18 top business leaders, the interview results showed the characteristics and essential skills the business leaders perceived to be crucial in managing and leading a large organisation (Tait, 1996 cited in Swanepoel *et al.,* 2000:31). These characteristics consisted of the following:

- The ability to be able to establish easily understood goals and objectives
- Ability to manage people-related issues and have good communication skills
- Honesty and trustworthiness
- Good motivator and goal getter (Tait, 1996 cited in Swanepoel *et al.,* 2000:31).

In the 1950s many behavioural theories on leadership were established. An 'authoritarian leadership style' is when the leader controls the entire decision making process and power is centred on him or herself (Plunkett *et al.*, 2002:465). With authoritarian leadership there is a high level of one-way communication in the form of orders and instructions (Swanepoel *et al.*, 1998:373). Therefore, organisations that have managers who use this leadership style are characterised by employees with low morale and job dissatisfaction because employees feel that they are not valued by the organisation as their voices are not heard by management.

A 'democratic leadership' *style* is when a leader shares some of his or her responsibilities with subordinates and also involves them in decision making. "Sometimes called the 'we approach', participative management involves others and lets them bring their unique view points, talents and experiences to bear on an issue" (Plunkett *et al.*, 2002:465). Democratic leadership makes employees feel valued and motivated when management consults them in decision making which leads to a reduced intention to leave and a willingness to work for the organisation for a longer period of time (Swanepoel *et al.,* 1998:373).

Thirdly, there is the 'classical leadership' style, also known as laissez-faire. The 'laissez-faire' leadership style is when the manager empowers the leader or the manager allows employees to work and act independently at the workplace and encourages them to achieve high performance levels (Swanepoel *et al.,* 1998:373). "The more power the knowledge workers have the more autonomy they require to make their own decisions and manage themselves at the workplace. An organisation that offers knowledge workers autonomy will be able to gain their commitment to stay working for the organisation for longer periods of time and thereby reducing their intentions to leave" (Kinnear and Sutherland, 1999:43).

Leadership styles that help to allow employee participation in decision making, lead to development of trust and respect amongst employees and their manager/leader. The incidence

of high employee turnover rate is reduced with such leadership style. Managerial-level employees' intentions to leave an organisation can also be influenced by their level of organisational commitment and this will be discussed in the following section.

"Organisational commitment is a strong belief in and acceptance of the organisation's goals, willingness to exert considerable effort on behalf of the organisation, and a definite desire to maintain organisational membership" (Dessler, 1999, cited in Pillay, 2006:23). "Identify that loyalty becomes stabilised with tenure, which partly explains the negative relationship typically found between tenure and turnover" (Muthuveloo and Che Rose, 2005:1079). The longer the time period a managerial-level employee works for an organisation, the lower their intentions to leave are more likely to be, because they would have developed loyalty to the organisation.

Managerial-level employees with high levels of organisational commitment tend to have reduced absenteeism rates, are willing to go the extra mile in getting the job done and have reduced intentions to leave (McMurray, Scott and Pace, 2004:474). Leadership/management styles that are democratic, that is, allow employees to participate in decision making, are more likely to encourage employees to be willing to improve their performance (Dessler, 1999:58). Employees need to be satisfied and this will be covered in the next section.

"Job satisfaction as a personal evaluation of conditions present in the job or outcomes that arise as a result of having a job" (Greenberg and Baron, 2000:160). Hence, organisations should ensure that managerial-level employees' work fulfils their individual needs and wants by providing them with conducive working environments that offer them competitive remuneration and career progression (Hirschfield, 2000 cited in Pillay, 2006:29). When employees are happy and take pleasure in their jobs, they experience job satisfaction. Employee dissatisfaction occurs when managerial-level employees are not happy, dislike their jobs and conditions at work are not the way they should be. Factors that may lead to job satisfaction include: competitive remuneration, autonomy and effective management (Hirschfield, 2000 cited in Pillay, 2006:29).

Satisfied employees tend to work hard in terms of contributing to improve the organisation's efficiency, effectiveness and improving its competitive advantage. When an employee is highly satisfied they are unlikely to think of quitting their job and hence employee satisfaction helps reduce employee turnover and the loss of organisational knowledge departing employees take with them (Jones *et al.,* 1998 cited in Pillay, 2006:28). Interestingly, this is supported by a study conducted by Birt *et al. (2004:25)* in 2004 at a financial institution and

64 talented employees participated in a research study that aimed to investigate the variables considered important by South Africa's talent. "In answering the question how long participants anticipated remaining with their organisation, most of the respondents stated that they would stay with the organisation as long as they were challenged, enjoyed work and did not receive any better employment offers" (Birt *et al.*, 2004:28). Hence, job satisfaction helps organisations reduce intentions to leave amongst managerial-level employees.

South African organisations have to ensure that they effectively manage their managerial-level employees in order to keep them satisfied with their jobs and they should also take into consideration the differing needs of the generation X and Y at the workplace. This will be discussed further in the next section.

2.5.1.2 Generation X and Generation Y

Generation X and generation Y also form key components of the talent management model conceptualised by Armstrong and depicted in Figure 6. Generation Y managerial-level employees often have high levels of social behaviour, that is, they do not want to settle down at one particular job, they do not want to be constantly supervised and do not want to be stressed at the workplace (Hacker, 2008). Another interesting characteristic about generation Y is that promises of high remuneration packages with time end up not attracting them as much as having some time-off from work to attend parties, music concerts or to be with their friends at social gatherings (Hacker, 2008). "Generation Y are those born between 1980 and 2000. This generation Y is also called Generation Next or the Millennial Generation or Echo Boomers. What do they expect for the work environment? They expect a less hierarchical workplace because for them success requires a group effort. This group will change their careers more than their predecessors the X Generation and Boomers" (Naidoo, 2005).

Generation Xers prefer working for organisations that allow them to act independently on the job and have working conditions that will allow them to have a well-balanced work and personal life (Summerfield, 2005). Generation X employees are more determined to improve their skills and working experience. A common term used by Generation X employees is job hopping (Mondy, Noe and Premeaux, 2002:269). South African organisations that are able to support generation Xers career progression should be able to provide them with training and development in order for them to acquire new skills they can use for their career progress (Mondy *et al.*, 2002:269). Generation Xers place great value on regular verbal recognition and praise (Summerfield, 2005).

"The needs of employees have shifted in part due to a natural evolution of business (more technology, higher productivity, a global community) but also a result of the entry of generation X into the job market and they are defined by their 'want, want, want' approach" (Brown, 2007:32). Generation X and Y managerial-level employees are looking for totally different rewards (intrinsic and extrinsic) and working tasks, therefore organisations need to use this in order to retain their talent. Thus, South African organisations should ensure that they are able to distinguish between the various managerial-level employees generational groups' needs and wants in order to specifically cater for each group which will result in lower intentions to leave (Potgieter, 2007:5).

Intrinsic and Extrinsic factors

As depicted in Figure 5, intrinsic and extrinsic rewards are a sub-component of the talent management model and, as mentioned above, Generation X and Y talented management employees are looking for totally different rewards and working environments. 'Extrinsic' motivation relates to material rewards and these are offered according to the type of organisation and job grades. 'Intrinsic' motivation relates to the psychological rewards that organisations offer their employees (Gerber, Nel and Van Dyk, 1998:258). Figure 6 illustrates the types of compensation that can be offered to employees by organisations.

Figure 6: The Total Compensation System

Compensation Of employees	Extrinsic rewards	Monetary rewards	Hourly wage Salary Bonuses Commissions Pay incentives
		Benefits	Insurance Retirement Paid holidays Paid public holidays Food services Medical Recreation
	Intrinsic rewards		Recognition Promotion opportunities Working conditions Interesting work

Source: Grobler *et al.,* 2006:351.

Figure 6 depicts the two types of rewards that South African organisations provide to their managerial-level employees (extrinsic and intrinsic). Extrinsic rewards are divided into two categories, monetary rewards and benefits. Monetary rewards to employees can be in the form of cash incentives (Armstrong, 2006:709). Money motivates managerial-level employees to put in an extra effort in attempting to accomplish their goals so that they are able to receive the monetary reward (Nel *et al.,* 2006:323). Therefore, money encourages employees to seek employment in such organisations so that they are able to earn a living and meet their day-to-day financial obligations. Types of monetary rewards are as follows: hourly wages, salaries, bonuses, commission and pay incentives (Grobler *et al.,* 2006:364).

However, not all managerial-level employees are motivated by monetary rewards. This is clearly pointed out by the findings of Sandweiss and Lewin in which the respondents (MBA students) did not mention money as their main motivation and only two out of the 11 respondents interviewed felt undervalued at work and needed more money (Sandweiss and Lewin, 2000:39). "A health care administrator explained that "Right now I see myself taking jobs not for the money but for the experience. I basically took a pay cut to take the job I'm working now," and added, "If the employer gives you the room to grow you will keep contributing and your value increases" (Sandweiss and Lewin, 2000:39).

South African organisations should ensure that their salaries are above market rates in order to retain their talent and reduce their employees' intention to leave levels. This is supported by Kinnear and Sutherland's study in which "104 knowledge workers from financial services, IT and Science and Technology sectors participated to help determine what makes them committed to an organisation" (Kinnear and Sutherland, 2000:106). The study findings show that South African knowledge workers need to earn a competitive package but on top of that have the opportunity to earn performance based bonuses (Kinnear and Sutherland, 2000:24). Organisations that use performance based pay incentives should ensure that they set realistic and achievable work targets. This is because when unrealistic and unattainable work standards are set, it may lead to high frustration and lower levels of morale amongst employees when they fail to reach the set targets as they might end up not receiving their pay (Miner and Crane, 1995:451).

As depicted in Figure 6, another type of monetary rewards are benefits. "Benefits are legally required or voluntary compensation provided to employees in addition to their salaries or wages" (Plunkett *et al.*, 2002:370). Benefits also help increase motivation and performance of employees in the workplace, as pointed out earlier, as they are a form of monetary reward and can be as follows: insurance (health, life and disability-accident), retirement benefits, paid

holiday vacation trips, paid public holidays, food services (free canteen meals), medical facilities (on-site clinic) and recreational programmes (football teams, picnics and dance groups). However, it should be noted that the study findings of a research study by Kinnear and Sutherland (2000:24) in which 104 South African knowledge workers who participated made it clear that traditional retention strategies aimed at promoting loyalty and a long-term view of the company are no longer effective. These included benefits such as medical aid, pension schemes and bursaries for their children. The knowledge workers prefer to be employable and not be dependent on anyone (Kinnear and Sutherland, 2000:24). South African organisations should provide more job security to their managerial-level employees in order to reduce their intention to leave.

Figure 6 depicts the intrinsic rewards that organisations can offer their managerial-level employees so that they have reduced intentions to leave. 'Recognition' is where the organisation honours outstanding work achievement by their employees and this can be done in the form of awarding employees with certificates, trophies and gifts and monetary rewards (French, 1994:400). According to Kinnear and Sutherland's (2000:25) study, one of the main factors that was discovered on how to retain knowledge workers was financially rewarding and recognising high performance. Thus, South African organisations that recognise high performance motivate managerial-level employees and increase their feeling of belonging to the organisation which greatly reduces their intentions to leave.

'Promotional opportunities' can be used by South African organisations to offer intrinsic rewards to their managerial-level employees. South African organisations should be able to distinguish employees who are top performers and provide them with promotions so that they remain satisfied and motivated by their jobs. 'Working conditions' of every organisation should be safe and healthy for employees. Managerial-level employees can be properly managed by organisations if they are provided with interesting work they enjoy and love doing.

2.5.1.3 Career Management Development

Another key component of the talent management model conceptualised by Armstrong and depicted in Figure 6 is career management development. Careers affect the on-going relationship between managerial-level employees and their organisations as they both play a crucial role in managing careers. "Career development helps employees analyse their activities and interests to better match human resources needs for growth and development with the organisation's needs" (Gilley and Maycunich, 2000:260). The interrelationships of career development and career planning will be presented in Figure 7.

Figure 7: Career development interrelationships with career planning and management
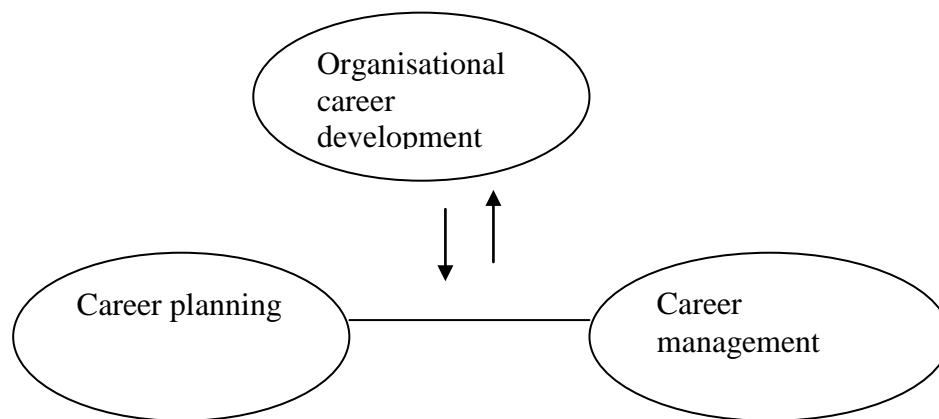
Source: Gilley and Maycunich, 2000:262.

Career development encompasses career planning and career management. This is illustrated in Figure 7. Thus employees career management and planning activities have to be in line with the organisation's career development plans. Organisations should involve managerial-level employees in formulating career development plans so that they have a clear vision of where their career path is heading, especially if the managerial-level employee is career committed. Hence, if the organisation's career path strategies are not fulfilling the career needs of managerial-level employees, this may result in them having intentions to leave.

Career planning

With career planning, employees must first understand themselves and the things they value and want to achieve in the long term. Thereafter, managerial-level employees should search for information about different job opportunities and potential career paths they might want to pursue either inside or outside the organisation. Lastly, managerial-level employees should formulate career goals and a plan to achieve them (Fisher *et al.*, 2003:749). "Career planning uses all the information provided by the organisation's assessment of performance potential and management succession plans and translates into the form of individual career development programmes, career counselling, and mentoring" (Armstrong, 2006:404). Managerial-level employees should set achievable personal career goals with career advancement opportunities that are presently available in their organisations (Mondy *et al.*, 2002:250).

South African organisations should provide their managerial-level employees with training and development to enhance their performance levels and achieve their career goals (Mondy *et al.*, 2002:250). Career paths for different managerial-level employees differ and in many instances, where an employee starts working for an organisation, they start at the bottom and

when they have worked in the organisation for a certain time period they gradually climb the corporate ladder (Fisher *et al.,* 2003:745). As a result, career management is critical in organisations and this will be discussed in the following section.

Career management

"Career management is the process of designing and implementing goals, plans and strategies that enable human resources professionals and managers to satisfy workforce needs and individuals to achieve their career objectives" (Grobler *et al.,* 2006:246). South African organisations can play a critical role in designing and implementing policies or programmes that will enable their managerial-level employees not only to focus on their career choices but to think of different ways they will use to achieve their career goals (Grobler *et al.*, 2006:245).

Succession planning

Organisations, whether they expand their operations or not, will always need leaders and thus they should conduct management succession planning in order to groom future leaders (Swanepoel *et al.*, 1998:284). Interestingly, in Hill and Knowton's study that involved 434 MBA students from 12 top business schools from the USA, Europe and Asia. "The respondents when they were asked whether they were interested in becoming Chief Executive Officers (CEOs), 84% of the respondents stated that they did want to get to the top or were fairly interested in becoming a CEO or Chief Financial Officer (CFO) and only 16% were not interested" (Taaffe, 2008:12). Some organisations understand the importance of talent management and succession planning. For example, one of South Africa's leading retail operators, Massmart, which operates in 13 African countries, has earned itself great respect from the South African business community for its effective succession planning programme. The current chief executive officer (CEO) of Massmart does not have any intention to retire anytime soon but already his successor has been identified (Meyer and Litheko, 2007:8). Therefore, succession planning helps reduce managerial-level employees' intention to leave in order to develop their careers elsewhere since more career opportunities will be made available within the organisation. Training and development will be covered in the following section.

2.5.1.4 Role of Training and Development in Talent Management

Training and development is one of the human resources management functions that enables organisations to facilitate their career development plans (Gilley and Maycunich, 2000:260). "Training is the systematic modification of behaviour through learning which occurs as a result of education, instruction, development and planned experience. Development is the

growth or realisation of a person's ability through conscious or unconscious learning" (Armstrong, 1991:414). The main purpose of training is to enable the organisation to accomplish its aim of increasing the value of its human resources (Armstrong, 1991:415). Thus, as managerial-level employees grow in the organisation, its future needs for talented human resources can be met from within.

By allocating more resources to employee training and development, organisations are more likely to fully utilise their abilities and knowledge effectively (Bown, 2006:16). "It is an unfortunate fact that training and development of the human resources in South Africa has been widely neglected in the past. Some of the effects of this are: low productivity, redundancy of skilled staff, high staff turnover and fear of technological advancement" (Bown, 2006:16). This clearly shows that the role played by training and development in managing talent is crucial as it can lead to high employee turnover in organisations. As a result, employees will perform poorly in their jobs which leads to low performance ratings and reduced employee morale which later results in high intentions to leave (Boyd, 2006:16). South African organisations that invest in training and development of their managerial-level employees not only save money, but this also enables them to nurture and develop their own talent (Ryan, 2009:2). An organisation's valuable managerial-level employees form part of the critical resources that give it a competitive edge over its local South African and global competitors (Bick, 2009:3).

According to Sandweiss and Lewin's (2004:44) study with 11 MBA part-time students, the results seemed to indicate that the managerial-level employees are interested in training and development. "Interviewees had much to say about the ways that new employers could attract them. First, they wanted exposure to new opportunities. For the scientist, it was a top-notch management training programme. Generally they would jump to an employer who offered exposure to pursuits that had eluded them up to now. As a corollary to wanting exposure, these interviewees were attracted to employers who would provide them with more responsibility and learning" (Sandweiss and Lewin, 2000:44). Hence, training needs to be ongoing in order for employees to update their skills. Human capital is different in its own way - it is the only asset that can be developed (Stovel and Bontis, 2002:303).

Organisations can use training and development for several purposes. These are as follows:
- it helps avoid managerial obsolescence, that is the inability to acquire up-dated new knowledge and processes,
- it enables problem-solving for instance, high turnover, absenteeism and production disruptions,

66

- training can be used in orienting new employees in order for them to acquire new skills and better perform their duties,

- it also fulfils managerial-level employees personal growth needs as they are able to perform better in their jobs (Grobler *et al.,* 2006:303).

Training methods

Some training and development methods are suitable for employees who manually do their work and other training and development methods are suitable to managers (Mondy *et al.,* 2002:221). There are two types of training and these are: on-the-job training and off-the-job training. 'On-the-job training'*,* as its name implies, involves employees being trained at their workplace. The various 'on-the-job training' methods that organisations can use are as follows: coaching, mentoring, internship programmes and corporate universities (Mondy *et al.*, 2002:227).

'Off-the-job training' involves managerial-level employees being trained at another location other than their original place of work. This type of training also makes use of case studies, lectures, video tapes, role playing and simulation (Mondy *et al.,* 2002:223). When managerial-level employees are removed from the workplace, they can more readily focus because there are no disruptions and it becomes easier for them to improve their work performance (Nel *et al.,* 2004:456). The continuous attainment of higher performance appraisals builds self confidence in the managerial-level employees and high motivation to continue to maintain their improved work performance and this may reduce their intention to leave.

2.5.1.5 Employee Retention Strategies

Figure 6 depicts employee retention strategies as another component of the talent management model. With the ongoing 'war for talent', organisations need their employees more than they need them and this is because when employees quit their jobs they depart with the respect and trust of customers, knowledge of the organisation's processes and products (Kinnear and Sutherland, 2000:23). Therefore, South African organisations have to create retention strategies that they can use to retain their valuable talent. These are as follows: 'rapid incorporation*'* is when a newly hired managerial-level employee is quickly orientated into the organisation's system through effective training and mentoring to help them achieve accelerated learning and contribution. The quicker they start achieving high results the more satisfaction they obtain and intentions to leave are reduced (Dychtwald *et al.,* 2006:109).

"Job design is the process of determining the specific tasks to be performed, the methods used in performing these tasks and how the job relates to other work in the organisation" (Mondy *et al.*, 2002:110). Organisations can design their managerial-level employees' jobs in such a way that ensures they are more fulfilling either by increasing their job tasks, job rotation or by adding to their levels of responsibility (Mondy *et al.*, 2002:110). The importance of job design was clearly pointed out in Sandweiss and Lewin's (2000:38) study, where most of the managerial-level employees (respondents) mentioned that they were no longer being satisfied with their current jobs as they wanted to learn and develop in other areas. "An engineering project manager, who wanted to pursue a career in high-tech marketing, was quoted as saying: "I have done a job already and I don't want to do the same job repeatedly many times. I want to move beyond what I have done and do more" (Sandweiss and Lewin, 2000:38). This shows that job design is an effective talent retention strategy that can help avoid the incidence of high employee turnover in organisations.

South African organisations can establish 'tuition reimbursement' policies in order to offer some tuition aid to their managerial-level employees who want to further their academic studies as a talent retention strategy (Arthur, 2001:265). This strategy seems to be effective and this was clearly illustrated in Sandweiss and Lewin's (2000:39) study when 11 graduating MBA students where asked whether they would have continued working for their organisations if it had paid their MBA tuition fees. "Several said that if their employers had paid at least 50% (an additional $11 000), they would have felt obligated to stay, but they also said that the additional employer contribution would have represented a commitment on the part of the company rather than an 'indentured servitude' that the employee owed" (Sandweiss and Lewin, 2000:39). However, in Sandweiss and Lewin's (2000:39) study, two respondents, whose tuition fees were paid 80 – 100% by their organisations, had strong intentions to remain working for their organisations and felt valued by their organisations.

Another retention strategy organisations can use to retain talent is by asking their 'employees for their suggestions'. Suggestions can be for new product development, safety, quality management, compensation benefits, working conditions and many others. The more ideas or suggestions the organisation is able to implement the more motivated, valued and satisfied managerial-level employees will feel. A motivated and happy managerial-level employee is more likely to avoid having intentions to leave the organisation (Arthur, 2001:256). Another way that can be used by South African organisations to retain managerial-level employees is 'job customisation'. "In addition to tailoring jobs to particular categories of employees, companies can also tailor them to the needs of individuals" (Capelli, 2000:107). Tailoring jobs to meet the needs of managerial-level employees promotes equal treatment, raises

fairness in the eyes of the employees and compensation will be based on employee's skills and not just on performance. As a result, efforts to avoid employee turnover would have been made by the organisations, as managerial-level employees' intention to leave would have been reduced.

2.6 CONCLUSION

The 'war for talent' has resulted in South African organisations competing with global organisations, adopting talent management strategies that will enable them to properly manage their managerial-level employees and also be able to devise effective employee retention strategies that will enable them to keep the scarce talent they already have, thus reducing turnover and the 'brain drain'. However, there are many empirical studies that have been conducted to investigate employee turnover, talent management and employee retention and they all focus on retaining the scarce talent in organisations. The need for the study and the data collection methods that will be used in the current study will be discussed in the following chapter.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 INTRODUCTION:

This chapter highlights once again the research objectives and the research design adopted to meet these objectives. The targeted population, the instrument used to collect the data (including reliability aspects), the data collection method and the method of data analysis are all outlined. Ethical considerations are critical before conducting a research study and these were discussed in this chapter.

As outlined in chapter 1, the overall purpose of this study is to determine the incidence and reasons associated with managerial-level employees' intentions to leave their organisations. In particular, the perceptions of MBA students studying at UKZN formed the focus of this study. In particular this study aims:

1. To investigate the incidence of managerial-level employees' intentions to leave their organisations in KZN.

2. To determine the level of value placed on both intrinsic and extrinsic rewards by managerial-level professionals in their consideration to leave an organisation.

3. To establish the role of leadership/management style on managerial-level employees' intention to leave an organisation.

4. To investigate the level of influence career path strategies being used by KZN organisations have on managerial-level employees' intention to leave their current organisation.

5. To determine the influence of work/life balance issues on managerial-level employees' intention to leave their organisations.

6. To establish the level of influence an organisation's training and development strategy has on KZN managerial-level employees' intention to leave their organisation.

7. To establish the level of influence job satisfaction has on managerial-level employees' intention to leave their organisations.

8. To determine the influence of having an MBA has on managerial-level employees' intention to leave their organisation.

9. To investigate the factors unique to living and working in KZN influencing managerial-level employees' intention to leave their organisations.

10. To determine the level of intention KZN managerial-level employees have towards working in countries other than South Africa and working in South African regions other than KZN and factors influencing this.

The research methods that were used in the current study to meet these specific aims and overall purpose of the study will be covered in the following sections.

3.2. RESEARCH DESIGN

Research studies need to have a research design that lays-out the framework of how the data will be obtained and tested in the different steps of the study (Kinnear and Taylor, 1996:129). A quantitative research design was used in this study. "The positivist approach underlies the natural scientific method in human behavioural research and holds the research must be limited to what we can observe and measure objectively that is, that which exists independently of the feelings and opinions of individuals. The positivist approach is also known as the quantitative approach" (Welman *et al.*, 2005:6).

The study aims to investigate the incidence of managerial-level employees' intentions to leave their organisations in KZN and the reasons for doing so. Both quantitative and qualitative researchers base their conclusions on different techniques of information. According to Terre Blanche and Durrheim (1999:42), the distinctions between qualitative and quantitative research are as follows:

Table 8: Difference between quantitative and qualitative research

Quantitative	Qualitative
- Quantitative researchers collect data in the form of numbers and use statistical types of data analysis.	- Qualitative researchers collect data in the form of observations that are recorded in language and analyse the data by identifying and categorising themes.
- Quantitative methods begin with a series of predetermined categories usually embodied in standardised quantitative measures and use this data to make broad and generalisable comparisons.	- Qualitative methods allow the researcher to study selected issues in depth, openness and detail as they identify and attempt to understand the categories of information that emerge from the data.

Source: Terre Blanche and Durrheim, 1999:42.

In the current research study, the descriptive quantitative research method is used. Descriptive research is indicated by clear research aims and outlines that the research study aims to achieve. The study aims to answer some of the study questions appropriately without any

mistakes, at the same time achieving full credibility that it has been properly done (Kinnear and Taylor, 1996:133). Descriptive research studies only describe the characteristics of the target group or an event (Zikmund, 2003 cited in Coldwell and Herbst, 2004:9). "Descriptive research also makes use of a cross-sectional research design that is taking a sample of a population element at one point in time (survey research design)" (Kinnear and Taylor, 1996:133).

"In conducting a cross sectional study the researcher might ask a series of questions (via a survey) of a broad cross-section of people in order to address the topic of interest. Obtaining information from a cross section of a population at a single point in time is a reasonable strategy for pursuing many descriptive and exploratory studies" (Ruane, 2004:93). In the current study different groups of people were approached - 1st and 2nd year MBA students. . The advantage and disadvantages of descriptive research will be discussed in the following section.

3.2.1. Advantages and disadvantages of descriptive research

The advantage of a descriptive research study was as follows:

a) Descriptive research helps to describe the targeted group or research problem (Zikmund, 2003:55). "Descriptive research seeks to determine the answers to who, what, when, where and how questions" (Zikmund, 2003:55). Thus, by describing the research problem, useful information is obtained that can be used in problem solving.

The disadvantages of descriptive research studies are as follows:

    a) With descriptive research, if a researcher does not have detailed precise knowledge of the associations, it becomes worthless to the users of the research output (McDaniel and Gates, 2001 cited in Coldwell and Herbst, 2004:9). For example, it would be pointless for a South African organisation to conduct a study in KZN which only describes the gender, ethnic origin, social class, age and number of dependents of the targeted population in the different areas in the province, whilst it is unaware of the level of impact the above factors have on their products' demand in the market (McDaniel and Gates, 2001 cited in Coldwell and Herbst, 2004:9).

    b) "It is clear that mere description of a situation may provide important information and that in many situations descriptive information is all that is needed to solve business problems, even though the answer to the question *why?* is not given or even attempted" (Zikmund, 2003 cited in Coldwell and Herbst, 2004:9). Descriptive research studies only describe different phenomena leading to the provision of very useful information that can be used for decision making, but it does not further

present the reasons behind a phenomenon (Zikmund, 2003 cited in Coldwell and Herbst, 2004:9).

3.2.2 Population and Sample

"Judgement or purposive sampling is a non-probability sampling technique in which an experienced individual selects the sample based on his or her judgement about some appropriate characteristic required of the sample members" (Zikmund, 2003:382). Therefore, with purposive sampling, the target population is chosen to serve a particular purpose (Zikmund, 2003:382). The targeted population in the current study are the managerial-level employees currently working in KZN-based organisations and who have met the entry requirements of UKZN's GSB. All registered MBA students at the GSB of UKZN formed the target population. Specifically the targeted population comprised of all 1st year, 2nd year and 3rd year MBA students and they were approached following that same order.

Currently the number of students registered at the GSB is: MBA 1st year – 80 students, 2nd year – 60 students, (the majority of the 3rd year students were inaccessible as they no longer attended lectures), a few 3rd year students who were still studying 2nd year courses, participated in the research study. A maximum of 140 respondents were approached to participate in the study. All the MBA students studying through the GSB of UKZN are part-time students.

3.2.3 Data Collection Method

"Secondary data is defined as data collected for some purpose other than the research situation" (Parasuraman, 1991:97). In the study, data for the literature review and research methodology was obtained by reviewing text books, newspaper articles, human resources management, management journals and the internet. This reviewed literature formed the basis for the development of the research instruments and focus of the primary data collection phase. "Primary data are collected specifically for solving the problem at hand" (Martins, Loubser and Van Wyk, 2002:99). A quantitative research design was used to collect data. A questionnaire was used for data collection. "A questionnaire is a written list of questions, the answers to which are recorded by respondents" (Kumar, 1996:110).

The questionnaire comprised of three parts. The first section was the demographics of the target population. The questionnaire was designed to collect demographic data such as respondents' age, gender, whether they work in the private or public sector, length of service in current organisation and many other demographic factors. In the second section was the 3-item intention to leave and 3-item propensity to leave scales. The third section of the

questionnaire was designed by the researcher based on the research literature and some of the questions that were used were adopted from a study that was conducted by Kinnear at Wits Business School (1999). This newly devised scale was named the contributing factors to staff turnover (CFST). The third section therefore comprised of 56 questions of the CFST and was divided into 9 sub-components, namely:

- CFST Career paths (comprised of 6 items)
- CFST Management style (comprised of 9 items)
- CFST Rewards (comprised of 10 items)
- CFST Job satisfaction (comprised of 5 items)
- CFST T & D (comprised of 8 items)
- CFST MBA (comprised of 1 item)
- CFST Work/life (comprised of 8 items)
- CFST Provinces (comprised of 2 items)
- CFST Countries (comprised of 7 items)

In designing the questionnaire the researcher also sought input from 3 subject matter experts. 'Subject matter expert number one' had a problem with the demographics section as the researcher had abbreviated ICT instead of stating it in full, that is, information and communication technology but the expert was satisfied with the rest of the questionnaire. The 'second subject matter expert' advised the researcher to change Section B in the intention to leave scale, question number two from 'I often think about quitting' to 'I often think about quitting my job'. In Section D (Part A) the first paragraph had grammatical errors and these were changed as advised by the subject matter expert.

Furthermore, one of the subject matter experts recommended changes to be made in Section D table headings, that is, the researcher had put Likert scale headings and number ratings on the first page only and hence they did not appear on the other remaining pages of the questionnaire, that is, (No Influence, Little Influence, Significant Influence and Highly Significant Influence) and the subject matter expert advised that some of the respondents may not remember what rating 1, 2, 3 and 4 represent unless the headings appeared on all the pages with the table. 'Subject matter expert three' advised the researcher to include a question about the respondents' year of study of their MBA in the demographics section as this may help the researcher have a better understanding of the different thinking levels of the targeted population. The subject matter expert also advised the researcher to avoid using qualitative questions in Section C as most respondents might not have time to answer them and only to use quantitative questions. However, the researcher did not remove the qualitative questions

because they 'were used with quantitative questions in a previously published study conducted by Kinnear (1999) of Wits Business School.

"When a new measurement instrument is developed, it is useful to 'test it out' before administering it to the actual sample. This process of testing-out is done by means of a pilot study" (Welman *et al.*, 2005:147). A pilot study was conducted with 11 post-graduate students at the UKZN Pietermaritzburg Campus Post-Graduate Centre to test the face validity and reliability of the questionnaire. The pilot study helped the researcher see whether the questions included in the questionnaire applied to South African managerial-level employees (Kinnear and Sutherland, 1999:66). It was administered to the post-graduate diploma students who voluntarily agreed to participate in the study. All the questions in the questionnaire were listed according to the research objectives and questions. Both open and closed ended questions were included in the questionnaire. A Likert scale was used in the questionnaire.

After conducting the pilot study with the post-graduate students, the researcher discovered that the 5 open-ended questions in section C of the original questionnaire were consuming too much of the respondents' time and some of the questions were asking almost similar things and they were not part of the main focus of the study. Hence they were deleted from the section in order to reduce the time taken by respondents to fill in the questionnaire. Questions number 1 and 4 were not deleted in section C of the pilot study's open-ended questions. The researcher also changed the Likert scales used in the intention to leave scale from 5-point to 4-point scale ratings because those were the scale ratings used by the original developers of the instrument. The response of question 1 in the intention to leave scale was measured by a 4-point scale and for questions number 2 and 3, the 7-point scale was used. In the pilot study questionnaire the researcher used the 5-point Likert scale for all 3 questions of the intention to leave scale and this was changed to 4-point and 7-point scales as used by the scale developers (Cook, Hepworth, Wall and Warr, 1981:95).

"The summated or Likert scale, introduced by Likert (1903 – 1981), is at present the most popular type of scale. A summated attitude scale consists of a collection of statements about the attitudinal object. In respect of each statement, subjects have to indicate the degree to which they agree or disagree with its content" (Welman *et al.*, 2005:156), for instance, five-point scales (for example: strongly differ, differ, undecided, agree, and strongly agree) and seven-point scales (for example: strongly disagree, disagree, slightly disagree, neither agree nor disagree, slightly agree, agree and strongly agree)" (Welman *et al.*, 2005:156). The four-point and seven-point Likert scales measure the levels of intentions and propensity to leave KZN organisations by managerial-level employees.

The 3-item 'Propensity to leave scale', which was founded by Lyons in 1971, was used in the study. "In Rousseau's (1978b) study of 271 employees from several levels of two organisations (65% females) the scale was used as a "measure of an employee's affective response to work", the item wording was presumably modified to avoid reference to this hospital. Coefficient alpha was found to be 0,71 and the test-retest reliability over three months was 0,63. Length of tenure correlated -0,19 with Propensity to Leave and several statistically significant associations with perceived task and role characteristics were observed" (Cook *et al.,* 1981:95). The propensity to leave scale has also been used in South African studies with internal reliabilities ranging from 0,79 to 0,82 (Stroud, 2001 cited in Govender, 2006:57).

Another type of Likert scale used in the study is the 'intention to leave or turnover scale'. "The Michigan Organisational Assessment Questionnaire contains a number of scales to measure work attitudes and perceptions" (Cook *et al.,* 1981:95). The coefficient alpha of the intention to leave instrument was found to be 0.83 (Cook *et al.,* 1981:95). These include a 3-item index of an employee's intention to leave their job. The intention to leave concept has been used in other studies in South Africa. In a study by Maharaj, Ortlepp and Stacey (2008:2), the intention to leave concept was used and the study aimed at exploring whether there was a significant difference in the psychological contract of black and white male managers and the extent to which the perceived influence of employment equity practices was related to the psychological contract and intentions to leave. A sample of 55 respondents from a financial services organisation was used. Black and white males were found to differ significantly on employee balance type of psychological contract. The coefficient alpha was found to be 0.96 (Maharaj, Ortlepp and Stacey, 2008:6). The intention to leave and the propensity to leave items are related constructs. A copy of the questionnaire used in the study is attached in Appendix B.

3.2.4 Data Analysis

The analysis of data was done according to the research objectives and questions. Statistical Programs for the Social Sciences (SPSS) was used to analyse the data from the questionnaires. Once data were collected from respondents in the current study they were coded for the purpose of analysis. The internal reliability of the questionnaire was conducted using the Cronbach's coefficient alpha. "Cronbach alpha has the most utility multi-item scales at the internal level of measurement" (Cooper and Schindler, 2001:217). The Cronbach's alpha was used for questions that have the same Likert scales in each section, that is, Intention to Leave (ITL), Propensity to Leave (PTL) and Contributing Factors to Staff Turnover (CFST). It helps measure the degree to which instruments are homogeneous and reflect the

underlying constructs (Cooper and Schindler, 2001:216). The researcher conducted descriptive statistics such as calculating the means, medians, modes, standard deviation, variance, range, minimum and maximum for the 3 instruments that is, Intention to Leave, Propensity to Leave and Contributing Factors to Staff Turnover scales to further explore the data accurately.

The researcher conducted further analyses focussing on six areas. Firstly, there was the ranking of the CFST sub-components by the means in order to determine the influence of these sub-components of the CFST scale on respondents' consideration to leave their organisations. Secondly, the frequencies of responses on all the open-ended questions that asked the respondents to list the 5 items that would influence their decision to leave were listed in a table format in descending order. Thirdly, the Pearson product moment correlations were computed in order to further explore the relationships between the research variables, namely intention to leave, propensity to leave and the CFST and its sub-components. The correlation coefficients of the study objectives were revealed by using Pearson's correlation coefficient. It also helps show the level and direction of relationships (Cooper and Schindler, 2001:533). The researcher had to test for demographic differences in order to check if the data came from a normal distribution or not and the Kolmogorov Smirnov test was used. The respondents with high scores on both the ITL and PTL scales were further analysed through calculating the CFST sub-components' descriptive statistics in the form of frequencies - mean rankings of the 9 CFST sub-components.

3.2.5 Location of survey
Questionnaires were distributed to the respondents at the Graduate School of Business of UKZN, Westville campus during lecture periods and a few questionnaires were distributed to some of the 3rd year students who were still studying 2nd year courses. The majority of the 3rd year students did not participate in the study because they no longer attended classes and were now focussing on their research dissertations.

3.2.6 Ethical considerations
Various ethical issues need to be taken into account before a research study is designed and conducted. The ethical issues that were taken into consideration before conducting the research study were as follows:

Ethical clearance
Permission was requested from the GSB Head in UKZN, Westville campus to conduct the study survey at the GSB premises and involve the MBA students. The head of the Post

Graduate Centre in Pietermaritzburg campus was approached to seek permission to conduct the pilot study with at least 20 post- graduate students who were currently working. After permission was granted by the UKZN GSB Head and Post Graduate Centre Head in Pietermaritzburg, ethical clearance was obtained from the UKZN, Pietermaritzburg campus Ethical Clearance Committee. After an ethical clearance and a reference number were obtained from the university, the research study could then be conducted. (See Appendix C for the UKZN ethical clearance letter).

Confidentiality

During the research study, respondents' names and their organisation's name were kept confidential. Respondents were requested to first fill in an informed consent document which clearly stated that their personal details would be kept anonymous. (See Appendix A for the informed consent document). The data collected during the survey would not be used for any other purposes other than the current research study.

Voluntary participation

According to Terre Blanche and Durrheim (1999:68), obtaining consent from participants is not merely the signing of a consent form. Consent should be voluntary and informed. The respondents were asked to read and fill in a consent form before they started answering the questionnaire and were allowed to withdraw their participation at anytime they wished to do so.

3.3 CONCLUSION

The current study made use of both secondary and primary data. Quantitative research methods were used in the study and descriptive quantitative methods were used to explore the data collected. The questionnaire comprised of 3 sections with the key components of the questionnaire, the CFST, being designed by the researcher. Three subject matter experts were consulted in the design process. It was pilot tested with 14 post-graduate students to check its reliability and the necessary corrections were made. The questionnaire consisted of a four-point Likert scale and the respondents had to state if the items had: No Influence, Little Influence, Significant Influence and Highly Significant Influence on their decision to leave. Data analysis was conducted using SPSS from the questionnaires and the internal reliability of the questionnaire was checked through using Cronbach's coefficient alpha. The relationships between research variables, the ITL, PTL and the CFST, were tested using Pearson product moment correlations. Demographic differences were tested using the Kolmogorov Smirnov test. Ethical considerations play a critical role when conducting

research as it enables respondents' to voluntarily participate in the research study and their privacy be maintained. The data collected was analysed using different statistical methods and this was covered in the following chapter.

CHAPTER 4: FINDINGS

4.1 INTRODUCTION:

The first section of this chapter provides a graphical description of the demographical characteristics of the sample population. The internal validity of the measuring instruments was then discussed, including how the contributing factors to staff turnover scale (CFST) was approached. Following this, the findings were then presented in line with each specific research aim. Bar graphs and frequency tables were calculated using SPSS (version 15) to gain an overview of the perceptions of respondents with respect to intention to leave (ITL), propensity to leave (PTL) and the factors that would influence them leaving their organisations. The descriptive statistics also include the mean, mode, median and standard deviation. These statistics serve to confirm the results of the graphical statistics and frequency tables. The respondents' scores on the research instruments were analysed in this way and findings presented according to each of the research aims of this study.

4.2 SAMPLE DEMOGRAPHICS:

In the study, the targeted population consisted of 1st year and 2nd year MBA students at UKZN. At the Graduate School of Business (GSB) of UKZN there are 80 registered 1st year MBA students, 60 registered 2nd year MBA students and 120 registered 3rd year MBA students. The majority of the 3rd year MBA students no longer attend lectures and only those who are still studying 2nd year courses participated in the research study. In the study, the researcher distributed 140 questionnaires to the target sample and 115 questionnaires were completed by the respondents. Out of the 115 questionnaires, only 9 questionnaires had to be excluded as they were not completed fully. Hence, the overall response rate was 82% (115/140 ×100) and the actual response rate was 76% (106/140 × 100).

 The demographic data collected related to the respondents' gender, age, marital status, number of dependents, home language, job title, year of MBA study, highest level of education and length of service within current organisation, number of employees in the respondents' organisation and respondents' current organisation's sector. The first part of this section focuses on the findings as related to the respondents' personal characteristics, namely, gender, age, marital status, home language, number of dependents and education levels. For each of these variables, the findings will be presented using figures and graphs.

Figure 8: Gender
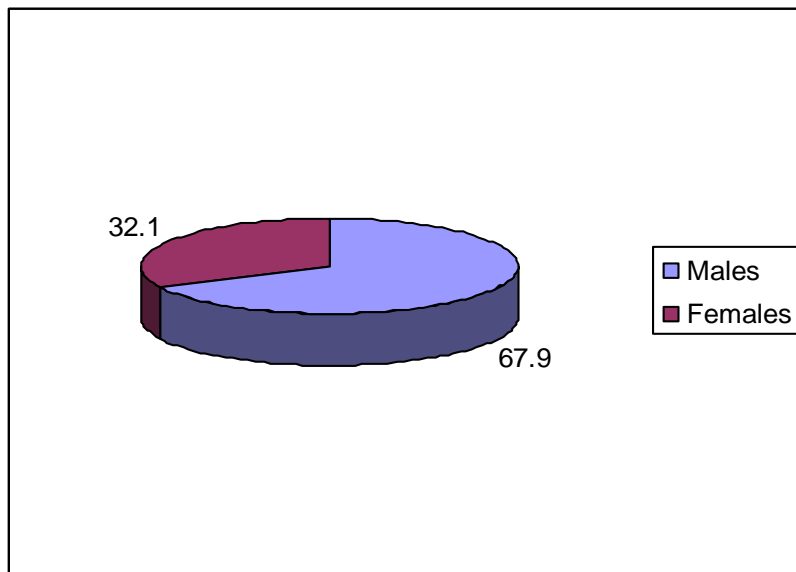
As shown in Figure 8, the respondents were made-up of 67.9% (n=72) males and 32.1% (n=34) females.

Figure 9: Age
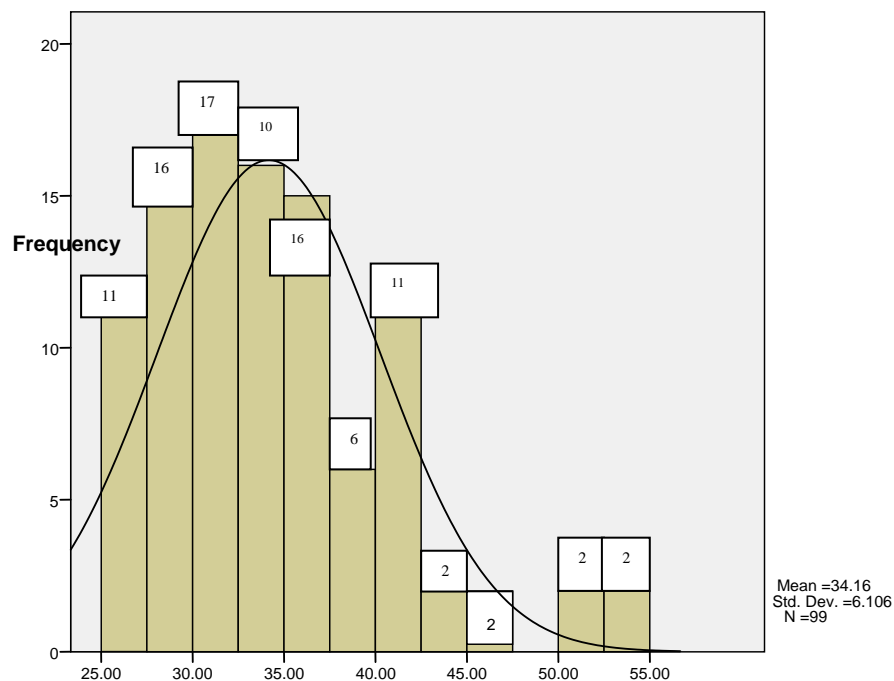
The average age of the respondents was 34.16 years and the age ranged from between 25 and 55 years as depicted in Figure 9 above.

Figure 10: Marital Status
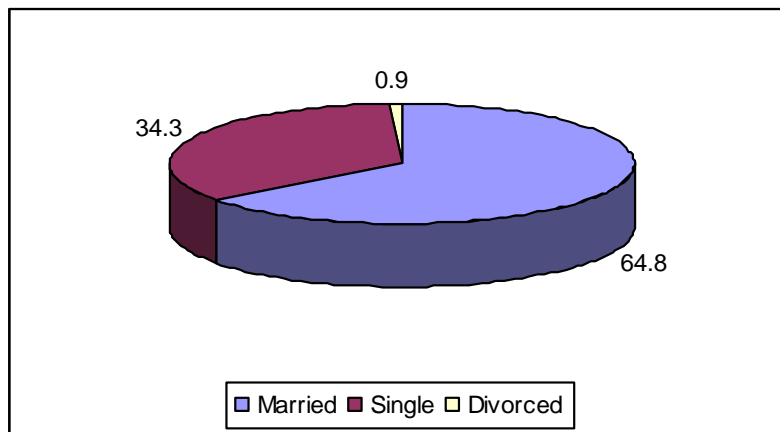
As depicted by Figure 10 above, 64.8% (n=68) of the respondents were married, 34.3% (n=36) were single and 1% (n=1) were divorced.

Table 9: Home Language Percentages

		Frequency	Percent
Valid	English	61	57.5
	Zulu	31	29.2
	Xhosa	3	2.8
	Afrikaans	2	1.9
	SiSwati	2	1.9
	Sotho	2	1.9
	Tswana	1	.9
	Italian	1	.9
	Swahili	1	.9
	Malaysian	1	.9
	Total	106	100.0

Table 9 above depicts the 11 languages spoken by the respondents in this study. The three most commonly spoken home languages are: English with 57.5% (n=61), Zulu with 29.2% (n=31) and lastly Xhosa with 2.8% (n=3).

Figure 11: Number of dependents
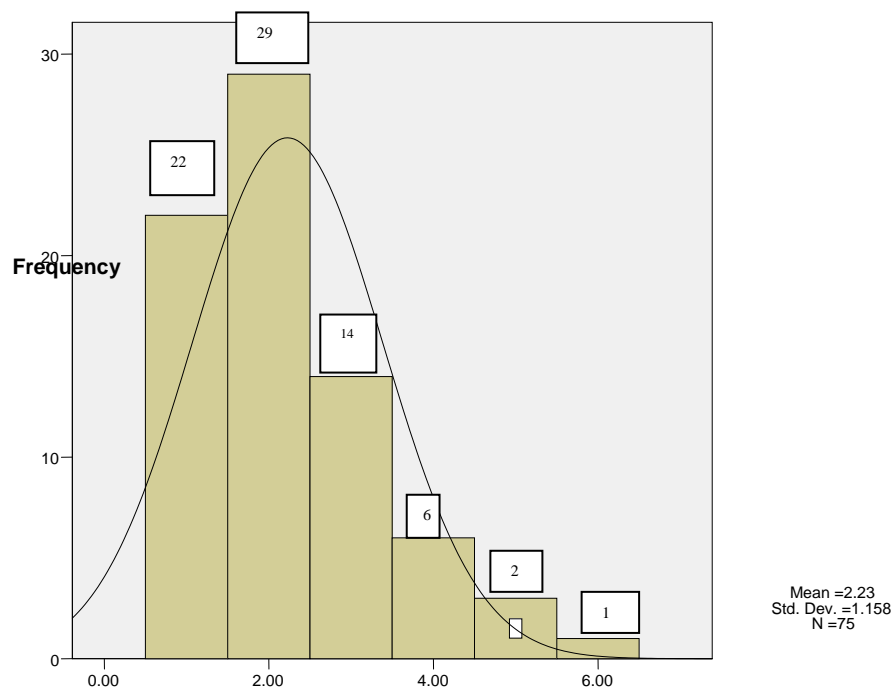
The average number of dependents of this sample of managerial-level employees was 2.23 with a range of between 1 and 6.

Figure 12: Highest level of education
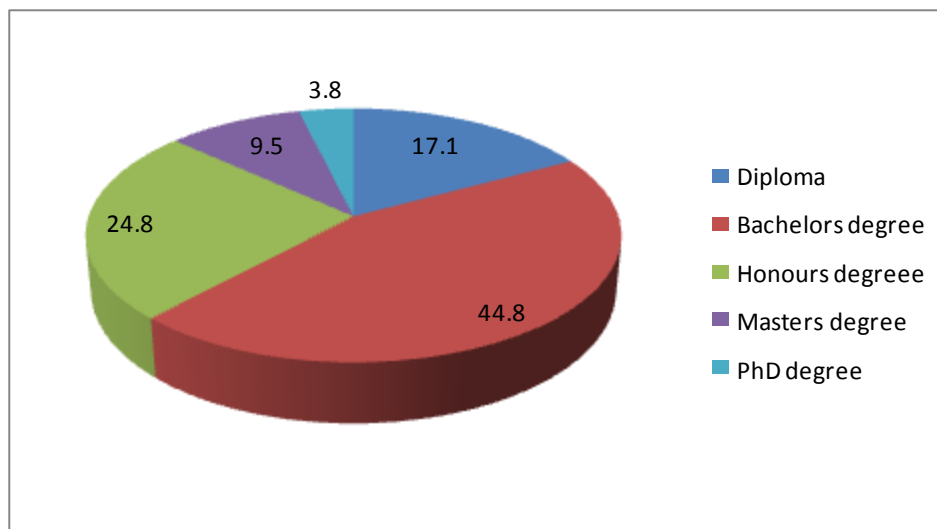
It is evident from Figure 12 that the majority of the respondents, that is, 44.8% (n=47) had a Bachelor's degree, while 24.8% (n=26) had an Honour's degree.

Figure 13: Year of MBA study
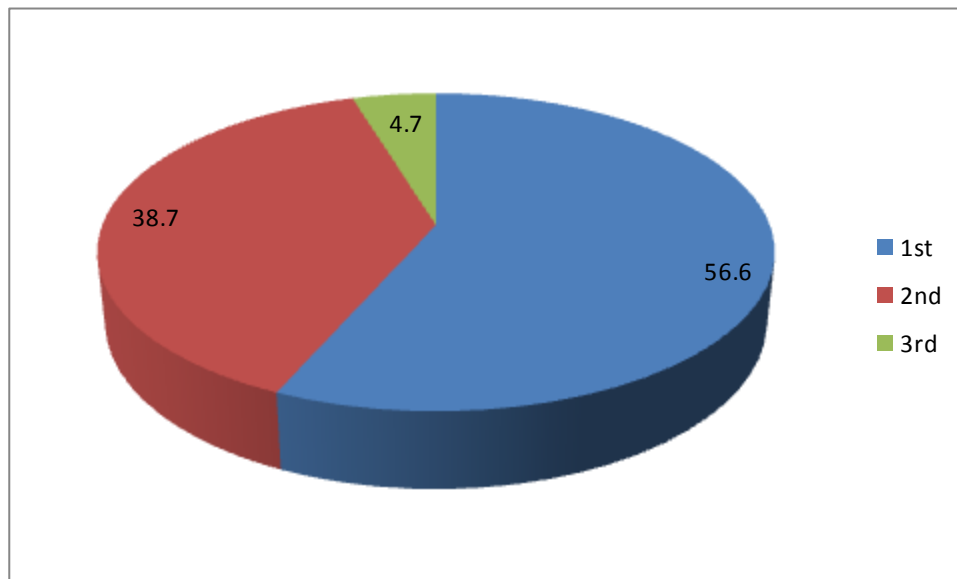
It is evident from Figure 13 above, that 56.6% (n=60) of the respondents were in the 1st year of their MBA degree followed by 38.7% (n=41) of them in the 2nd year of their MBA and only a small number 4.7% (n=5) of the respondents were in their 3rd year of study.

In addition to these personal aspects of the sample demographics, details were obtained on aspects related to the respondents' work, namely, job title, length of service, organisation sector and number of employees in respondents' organisations.

Table 10: Job Title Statistics

		Frequency	Percent
Valid	Specialist managers	41	38.7
	Top management	18	17.0
	Professional managers	13	12.3
	Organisational coordinators and officers	9	8.5
	Teaching professional	8	7.5
	Construction and engineering	7	6.6
	Information technology professionals	4	3.8
	Pharmaceutical and chemical services	3	2.8
	Entrepreneurs	2	1.9

	Total	105	99.1
Missing	System	1	.9
Total		106	100.0

Table 10 results depict that the job title item with the highest frequency was Specialist manager (38.7%; n=41), followed by those respondents in Top management (17%; n=18).

Figure 14: Length of service within current organisation
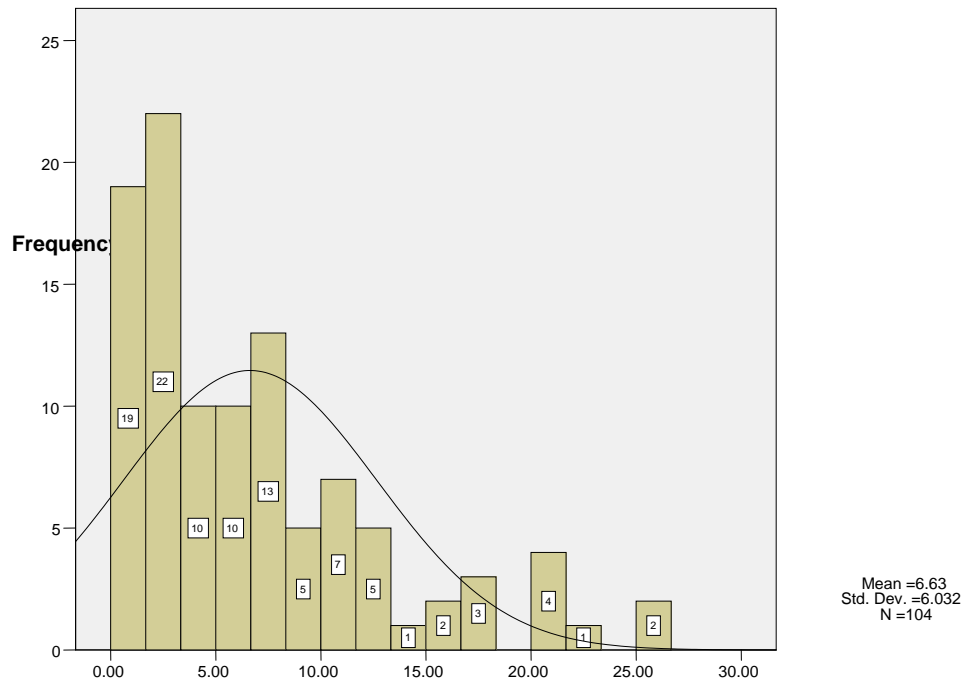
The average tenure in respondents' current organisation of employment was 6.63 years with a range of 0.08 to 26 years.

Figure 15: Number of employees in respondents' organisations
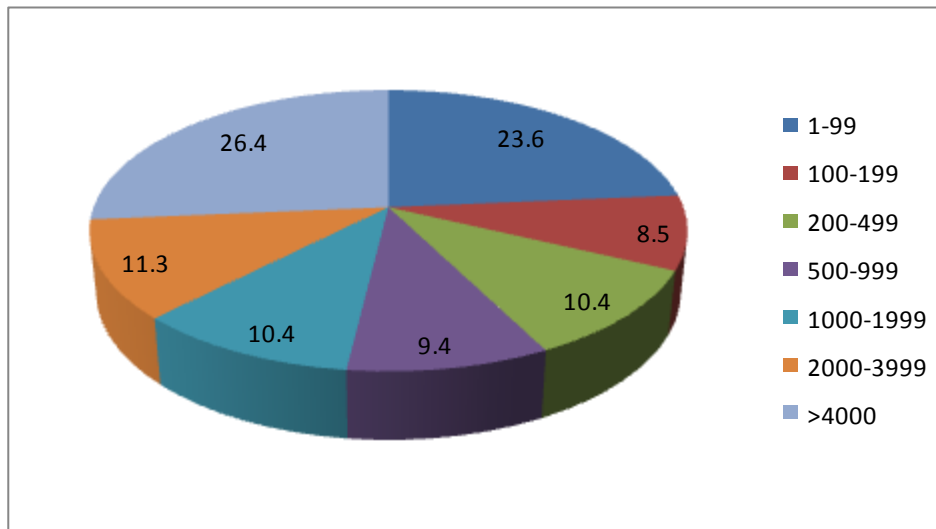
The results in Figure 15, the highest frequency of the number of employees in the organisation was >4000 employees (26.4%) (n=28), followed by 1-99 (23.6%) (n=25) employees.

Table 11: Organisation's Sector

		Frequency	Percent
Valid	Manufacturing	24	22.6
	Public service	17	16.0
	Education	12	11.3
	Banking	10	9.4
	Retail	9	8.5
	Information technology	7	6.6
	Health	6	5.7
	Transport	3	2.8
	Construction	3	2.8
	Insurance	3	2.8
	Other	3	2.8
	NGO	2	1.9
	Tourism and hospitality	2	1.9
	Oil and gas	1	.9
	Legal	1	.9
	Total	103	97.2
Missing	System	3	2.8
Total		106	100.0

Table 11 depicts the top five sectors out of all the sectors that employ the most KZN

managerial-level employees represented in this sample, were as follows: manufacturing (22.6%; n=24), public service (16%; n=17), education (11.3%; n=12), banking (9.4%; n=10) and lastly the retail sector (8.5%; n=9).

Thus, the study findings showed that:

- There were more males 67.9% (n=72) than females 32.1% (n=34) that participated in the survey and a majority of the respondents (64.2%) were married.
- The modal (highest frequency) language group was English 57.5% (n=61), followed by Zulu 29.2% (n=31).
- The majority of the respondents are employed in the Manufacturing 22.6% (n=24), Public service 16% (n=17) and Education 11.3% (n=12) sectors.
- The modal job title was Specialist manager 38.7% (n=41) and also most of the respondents have at least a tertiary qualification, that is, a bachelor's degree 44.3% (n=47) and 24.5% (n=26) an honour's degree.

The reliability of the measuring instruments adopted is critical in a study and the internal validity of the instruments used in this study will be further discussed in the following section.

4.3 DESCRIPTIVE STATISTICS OF MEASURING INSTRUMENTS

Three measuring instruments were used in order to gather data relevant to achieving the specific objectives of this study. These were the Intention to Leave scale (ITL), the Propensity to Leave scale (PTL), which was founded by Lyons in 1971 (Cook *et al.*, 1981:95), and the Contributing Factors to Staff Turnover (CFST) scale, which was designed by the researcher. In this section, attention is given to:

1. Explanation of the approach used in dealing with data collected from the CFST instrument.
2. Internal reliability indicators for each of the 3 measuring instruments.
3. Descriptive statistics are related to each of the measuring instruments.

4.3.1 Approach used in dealing with data collected from CFST instrument

In order to meet the specific objectives of this study, the researcher designed the 56 item Contributing Factors to Staff Turnover scale. The following new variables were created using the questions from the CFST:

Table 12: Contributing Factors to Staff Turnover: sub-components and items

New variable	Combination of items
CFST Rewards	1,9,16,23,30,37,43,48,53,56
CFST Management style	2,10,17,24,31,38,44,49,54
CFST Career paths	3,11,18,25,32,39
CFST Training and Development	4,12,19,26,33,40,45,50
CFST Work-life	5,13,20,27,34,41,46,51
CFST Countries	14,28,35,42,47,52,55
CFST Provinces	6,21
CFST Job satisfaction	7,15,22,29,36
CFST MBA	8

As depicted in Table 12 above, each sub-component scale consisted of different items forming part of the total CFST measuring instrument. Descriptive statistics such as the mean, median and mode were calculated in order to gain a detailed insight into the newly created variables as well as the other research variables namely, ITL and PTL. In order for the research methodology to have any integrity, there is a need for the data quality to have the following characteristics: validity and reliability. This will be discussed in the following section.

4.3.2 Internal Reliability of Measuring Instruments

Reliability is important when using a measuring instrument as it helps show whether the instrument is free of errors or not (Blumberg, Cooper and Schindler, 2005:455). "Internal reliability consistency is concerned with the homogeneity of the scale, that is, to what extent are all the items measuring the same 'thing'?" (Barker, 2009:353). Thus if a measuring instrument has internal reliability it helps maintain consistency and that instrument can be used at different times or conditions (Blumberg *et al.*, 2009:455). One way of ensuring internal reliability is calculating the Cronbach's alpha (Blumberg *et al.*, 2009:458). The 'Cronbach's alpha' was calculated for the questions that have the same scales.

"There are a number of different reliability coefficients. One of the most commonly used is the Cronbach's alpha, which is based on the average correlation of items within a test if the items are standardised. If the items are not standardised, it is based on the average covariance among the items. The Cronbach's alpha can range from 0 to 1" (Coakes and Steed, 2003:140). Cronbach's alpha also calculated, as part of the reliability test, to assess the level

of consistency of the results and also to analyse how similar results could have been obtained if the sample size was increased. A value of 0.7 or higher is a very good value that leads to the conclusion that the same results will be obtained if the researcher carried-out the survey with a larger sample of respondents (Loewenthal, 2001:12). The Cronbach's alpha was calculated for the questions which had the same Likert scales in each section, that is, Intention to Leave (ITL), Propensity to Leave (PTL) and Contributing Factors to Staff Turnover (CFST). The results will be as follows:

Table 13: Cronbach's Alpha Results

Measuring Instrument	Cronbach's Alpha
ITL	0.641
PTL	0.763
CFST Total	0.952
CFST Rewards	0.778
CFST Management Style	0.871
CFST Career paths	0.739
CFST Training and Development	0.855
CFST Work/life	0.798
CFST Countries	0.832
CFST Provinces	0.657
CFST Job Satisfaction	0.684
CFST MBA	Cannot be done as it is made up of one item only

"Alpha should normally be at least 0.70 for the reliability to be regarded as satisfactory" (Loewenthal, 2001:12). The alpha values of all the measuring instruments indicated a satisfactory level of internal consistency.

The descriptive statistics pertaining to each of the measuring instruments were calculated and will be presented in the next section.

4.3.3 Descriptive statistics as per specific objective

In order to explore the descriptive statistics accurately, the researcher calculated the means, medians, modes, standard deviation, variance, range, minimum and maximum for the 3 instruments, that is, Intention to leave, Propensity to leave and the Contributing Factors to

Staff Turnover scales. These will be presented in Table 14 below:

Table 14: Descriptive Statistics

	Mean	Median	Mode	Std. Deviation	Variance	Range	Minimum	Maximum
Total ITL	11.04	12.0000	12.00	4.87349	23.751	15.00	3.00	18.00
Total PTL	5.45	6.0000	6.00	1.73003	2.993	6.00	2.00	8.00
Total CFST	154.56	153.5000	151.00	25.94645	673.218	157.00	65.00	222.00
CFST Rewards	29.09	30.0000	30.00	5.27730	27.850	29.00	11.00	40.00
CFST Mgt style	26.50	26.0000	25.00	5.64885	31.910	26.00	10.00	36.00
CFST Career paths	17.81	18.0000	17.00	3.36682	11.335	18.00	6.00	24.00
CFST T & D	22.05	22.0000	19.00	5.04151	25.417	23.00	9.00	32.00
CFST Work/life	20.58	21.0000	21.00	4.93182	24.323	22.00	9.00	31.00
CFST Countries	16.96	16.5000	16.00	5.20426	27.084	26.00	2.00	28.00
CFST Provinces	5.087	5.0000	6.00	1.83869	3.381	6.00	2.00	8.00
CFST Jobsat	13.91	14.0000	14.00	2.85700	8.162	14.00	6.00	20.00
CFST MBA	2.72	3.0000	2.00	.98542	.971	3.00	1.00	4.00

Table 14 depicts the descriptive statistics of the 3 measuring instruments used in the study. These were discussed further under the specific aims of the study. The study findings, as related to each specific research aim, will be presented in the following section.

4.4 PRESENTATION OF RESULTS ACCORDING TO THE SPECIFIC AIMS OF THE STUDY

In the research study there were 10 specific aims and analysis of the data was presented in relation to each of these.

4.4.1 To investigate the incidence of managerial-level employees' intentions to leave their organisations in KZN

In order to explore the extent to which management employees intend to leave their organisations, the specific items comprising the ITL and PTL measuring instruments were focused on. Descriptive statistics in the form of frequencies, minimum, maximum, mean, standard deviation, mode and median were computed for each item as well as the total score for the measuring instruments. The ITL scale findings were presented in Table 14 below. ITL

1 refers to the item '*How likely is it that you will look for a new job in the next year*', ITL 2 refers to the item '*I often think about quitting my job*' and ITL 3 refers to the item '*I will probably look for a new job next year*'.

Table 15: Intention to leave scores

	Mean	Median	Standard Deviation	Minimum	Maximum
ITL1	2.47	2.0000	1.20	1.00	4.00
ITL2	4.09	5.0000	2.13	1.00	7.00
ITL3	4.47	5.0000	2.17	1.00	7.00
Total ITL	11.04	12.0000	5.50	3.00	18.00

As depicted by Table 15 above, results for ITL 1 depicted that there was no clear trend on whether the respondents were going to actively look for a new job in the next year or not. The ITL 1 item mean score was 2.47, with the minimum score 1.00 and maximum score being 4.00. However, most of the respondents showed an unclear trend of thinking to quit their jobs and also not thinking of quitting (indicated in the ITL 2) as the mean score on this item was 4.09. The minimum score was 1.00 and the maximum score was 7.00.

Table 15 also depicted the results for ITL 3, that most of the respondents were slightly likely to look for a new job next year as the mean score was 4.47, with the minimum score being 1.00 and the maximum score 7.00. Thus, the Total ITL score was 11.04 which showed that it cannot be concluded that the respondents have a strong ITL as the minimum score was 3.00 and the maximum was 18.00. The relative distributions of responses on each of the items of the ITL scale will be presented in Figures 16, 17 and 18 below:

Figure 16: ITL 1

91
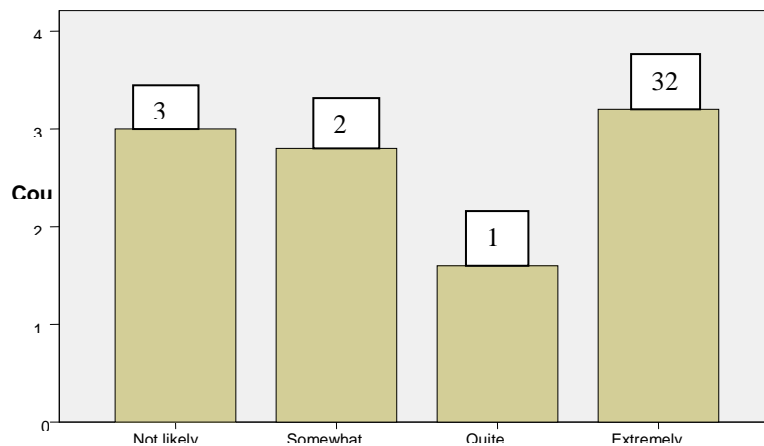
It is evident in Figure 16 above, 30.2% (n=32) of the respondents stated that they were extremely likely to look for a new job in the next year and 28.3% (n=30) of the respondents stated that they were not likely at all. The item responses were almost equally divided. However, the number of respondents who reported that they were quite likely or extremely likely were combined, then 15.1% (n=16) + 30.2% (n=32) = 45.3%. Figure 16 depicts that 28.3% (n=30) of the respondents stated that they were not likely at all and 26.4% (n=28) stated that they were somewhat likely to look for a new job in the next year. Hence, when these scores were combined, then 28.3% + 26.4% = 54.7%. Therefore, the majority of the respondents (54.7%) were not likely to look for a new job in the next year.

Figure 17: ITL 2
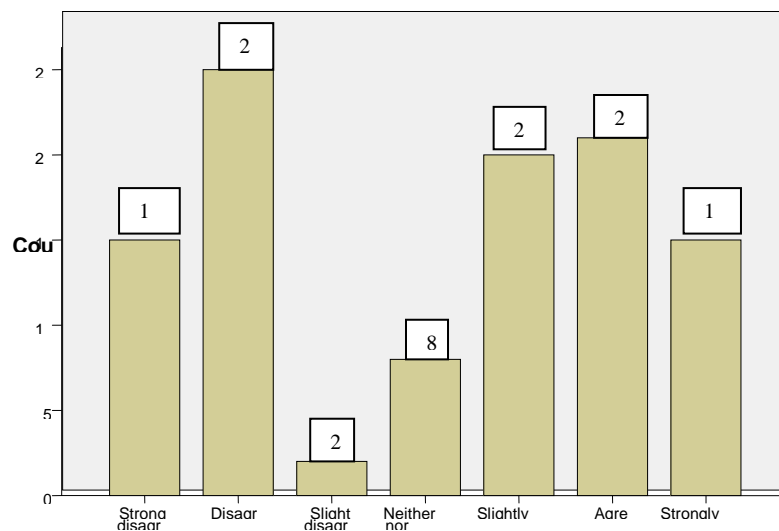
As depicted in Figure 17 above, 23.6% (n=25) of the respondents stated that they disagree that they often think about leaving their jobs and 19.8% (n=21) of the respondents stated that they agree. However, Figure 17 shows that 14.2% (n=15) strongly disagree and 23.6% (n=25) disagree, thus when the scores were combined, then 14.2% + 23.6% = 37.8%. Figure 21 depicts that 19.8% (n=21) agree and 14.2% (n=15) strongly agree thus when the scores were combined, then 19.8% + 14.2% = 34%. Therefore, the majority of the respondents (37.8%) disagreed that they often think about leaving their jobs.

Figure 18: ITL 3
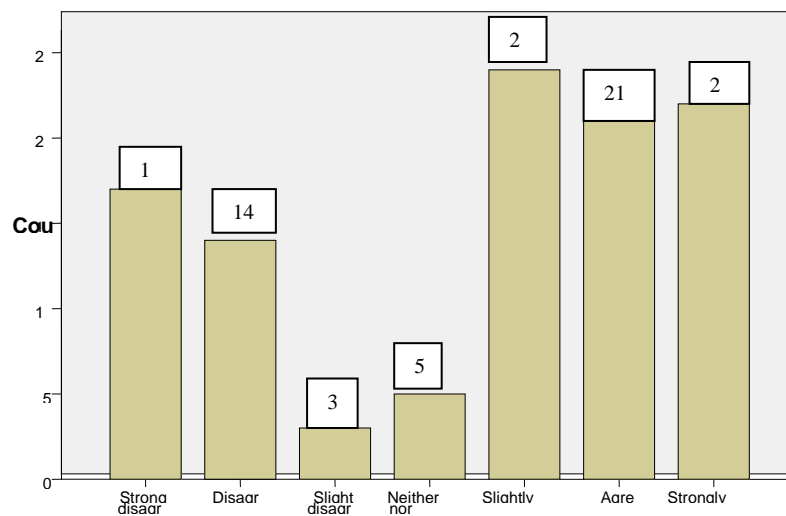
Based on Figure 18 results above, 22.6% (n=24) of the respondents slightly agreed that they will probably look for a new job next year and 20.8% (n=22) of the respondents strongly agreed. However, Figure 14 shows that 16% (n=17) strongly disagree and 13.2% (n=14) disagree. When the scores were combined, then 16% + 13.2% = 29.2%. Figure 18 depicts that 19.8% (n=21) agree and 20.8% (n=22) strongly agree and when these scores were combined, then 19.8% + 20.8% = 40.6%. Therefore, the majority of the respondents (40.6%) agreed that they will probably look for a new job next year. Further analysis of the sub-sample with the highest ITL score was conducted and this will be presented in the following section.

The researcher also collected data for the PTL instrument in order to further explore a related construct, namely, respondents' propensity to leave their organisation.

The PTL responses were discussed in greater detail in Table 16. PTL 1 refers to the item '*If you were completely free to choose, would you continue working for your current organisation?',* PTL 2 refers to the item *'How long would you like to stay in your current organisation?'* and PTL 3 refers to the item *'If you had to quit your job for a while, would you return to your current organisation?'.* Study findings of these items will be presented in Table 16 below:

Table 16: Propensity to Leave

	Mean	Median	Standard Deviation	Minimum	Maximum
PTL1	2.68	3.0000	1.06	1.00	4.00
PTL2	2.93	3.0000	1.22	1.00	6.00
PTL3	2.77	3.0000	1.00	1.00	4.00
Total PTL	5.45	6.0000	1.73	2.00	8.00

It is evident from Table 16, that for PTL 1 item the majority of the managerial-level employees were willing to continue working for their current organisations. The minimum score was 1.00 and the maximum score was 4.00 with the mean score being 2.68, which was high. The majority of the managerial-level employees would like to continue to work for their organisations and this was shown by the mean score of 2.93 depicted in Table 16 for PTL 2 item. The item minimum score was 1.00 and the maximum score was 6.00. The majority of the managerial-level employees showed a high level of interested in returning to work for their current organisations if they had to leave for a while, with the mean score being 2.77 for PTL 3. PTL 3 minimum score was 1.00 and the maximum score was 4.00. Thus, the Total PTL mean score was 5.45, which indicates that the managerial-level employees of KZN have a low propensity to leave their current organisations, with the minimum score 2.00 and the maximum score 8.00.

The relative distributions of responses on each of the items of the PTL scale will be presented in Figures 19, 20 and 21 below:

Figure 19: PTL 1
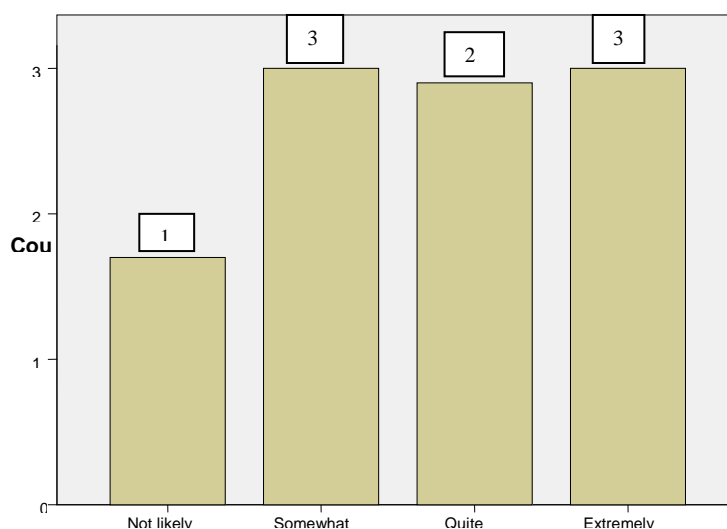
It is evident from Figure 19 above, that 28.3% (n=30) of the respondents stated that they were somewhat likely to continue working for their current organisations. 28.3% (n=30) of the respondents stated that they were extremely likely to continue working for their organisations and 27.4% (n=29) stated that they were quite likely to continue working for their current organisations. Sixteen percent (n=17) of the respondents stated that there were not likely at all to continue working for their current organisations. The results show that the majority of the respondents were interested in continuing to work for their current organisations, with only 16% (n=17) not likely to continue to work for their current organisation. When the number of respondents that stated that they are quite likely and extremely likely to leave were combined then, 27.4% + 28.3% = 55.7%. Therefore, 55.7% of the respondents reported that they are more likely to continue working for their current organisations.

Figure 20: PTL 2
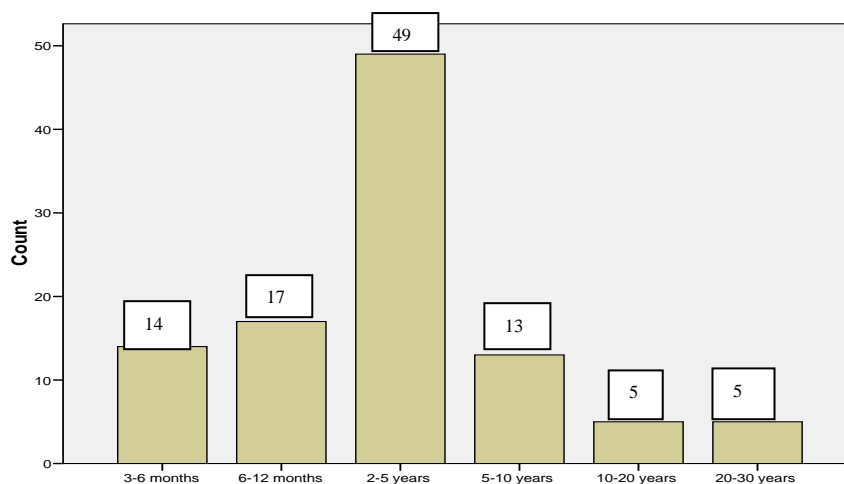
Figure 20 results show that the majority of the respondents, that is, 47.6% (n=49) stated that they would like to stay working for their organisations for a period of 2-5 years and 16% (n=17) of the respondents stated that they would like to continue to work for their current organisations for a time period of 6-12 months. 13.6% (n=14) of the respondents stated that they would like to continue working for the organisation for a period of 3-6 months and 12.6% (n=13) of the respondents would like to continue working for their organisation for a period of 5-10 years. Only 4.9% (n=5) of the respondents stated that they would like to continue working for the organisation for a period of 10-20 years and 4.9% (n=5) of the respondents would like to continue working for the organisation for a period of 20-30 years. This clearly showed that the majority of the respondents do not want to leave their current organisations in the next year, therefore, revealing a low propensity to leave.

Figure 21: PTL 3
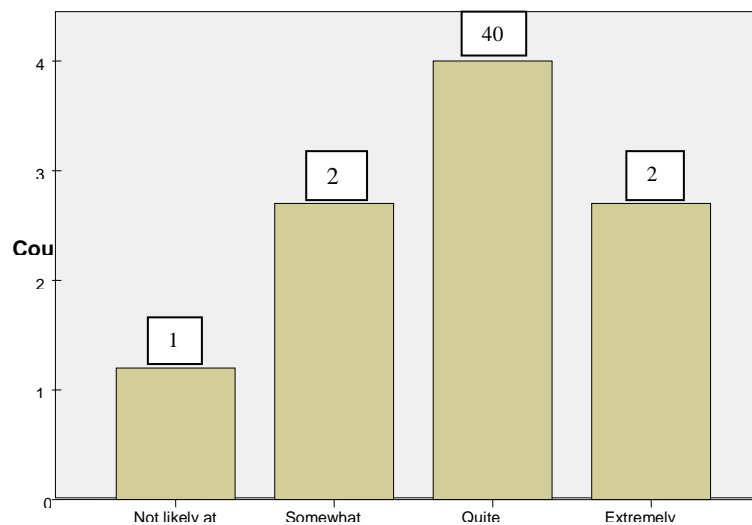
In Figure 21 above, 37.7% (n=40) of the respondents stated that they were quite likely to return to their current organisations if they were to leave for a while. 25.5% (n=27) of the respondents stated that they were extremely likely and others stated that they were somewhat likely. Only 11.3% (n=12) of the respondents stated that they were not likely at all to return to their current organisations if they were to quit for a while. When the number of respondents that reported that they are quite likely and extremely likely to return to their current organisations if they were to leave for a while was combined, then 37.7% + 25.5% = 63.2%. Therefore, the results show that the majority of the respondents (63.2%) reported that they were more likely to return to their current organisations if they had to leave their jobs for a while, hence their propensity to leave was low.

Therefore, it was concluded that there was quite a number of respondents who had low intentions of actively looking for a new job in the next year and who often thought of leaving. The ITL results did not show a definite trend that all the respondents had high intentions to leave as there were quite a number of respondents who had low intentions to leave. However, the majority of the respondents had a low propensity to leave as many of them reported that they still want to continue working for their current organisations. Not withstanding the outcome of this data collection process, respondents were asked to complete the CFST which aimed to explore the potential impact of various components on respondents' potential consideration to leave their organisations. The findings related to the extent to which intrinsic and extrinsic rewards influence respondents' decision to leave their organisations will be discussed in the following section.

4.4.2 To determine the level of value placed on both intrinsic and extrinsic rewards by managerial-level professionals in their consideration to leave an organisation

In order to explore the level of value placed on both intrinsic and extrinsic rewards by managerial-level professionals in their consideration to leave an organisation, the managerial-level employees were asked in the CFST to indicate to what extent these factors influenced their consideration to leave their organisations. CFST Rewards sub-component of the CFST scale consisted of 10 items, namely: 1 *'Dissatisfaction with remuneration'*; 9 *'Pay based on commission only'*; 16 *'Pay not linked to performance'*; 23 *'Lack of work achievement recognition'*; 30 '*Poor working conditions'*; 37 *'Lack of recognition for your qualifications through the pay system*'; 43 '*Lack of recognition for your experience through the pay system*'; 48 '*Lack of freedom to act on the job'*; 53 '*Lack of challenging work*' and 56 '*Dissatisfaction with fringe benefits'*. The findings in relation to these items will be outlined in Table 17.

Table 17: CFST Rewards Total

	Mean	Median	Standard Deviation	Minimum	Maximum
CFST Rewards	29.09	30.0000	5.28	11.00	40.00

As depicted in Table 17, the mean score of 29.09, given the minimum and maximum scores of 11.00 and 40.00 respectively, indicated that both extrinsic and intrinsic rewards were identified by the managerial-level employees as having a strong influence on their intentions to leave their organisations.

The relative distributions of responses on each of the items of the CFST Rewards sub-component scale will be presented in Figures 22, 23, 24, 25, 36, 27, 28, 29, 30 and 31 below:

Figure 22: Dissatisfaction with remuneration
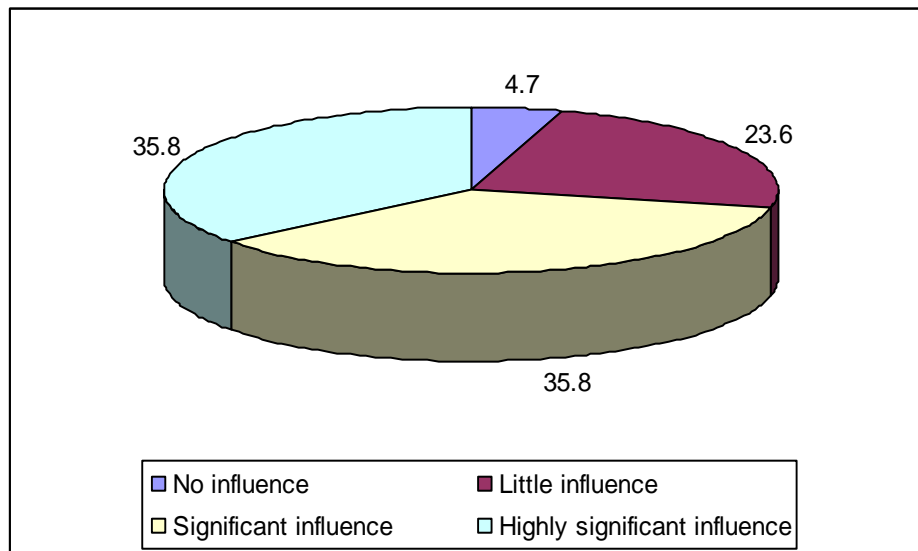
Figure 22 depicts that 35.8% (n=38) of the managerial-level employees would be influenced to leave their organisations by dissatisfaction with remuneration and 35.8% (n=38) also stated that they would be highly significantly influenced by dissatisfaction with remuneration. When the number of respondents who reported that dissatisfaction with remuneration would have a significant influence or highly significant influence was combined, then 35.8% + 35.8% = 70%. Therefore, 70% of the respondents indicated that this factor would have a strong influence on their consideration to leave the organisation.

Figure 23: Pay-based on commission only
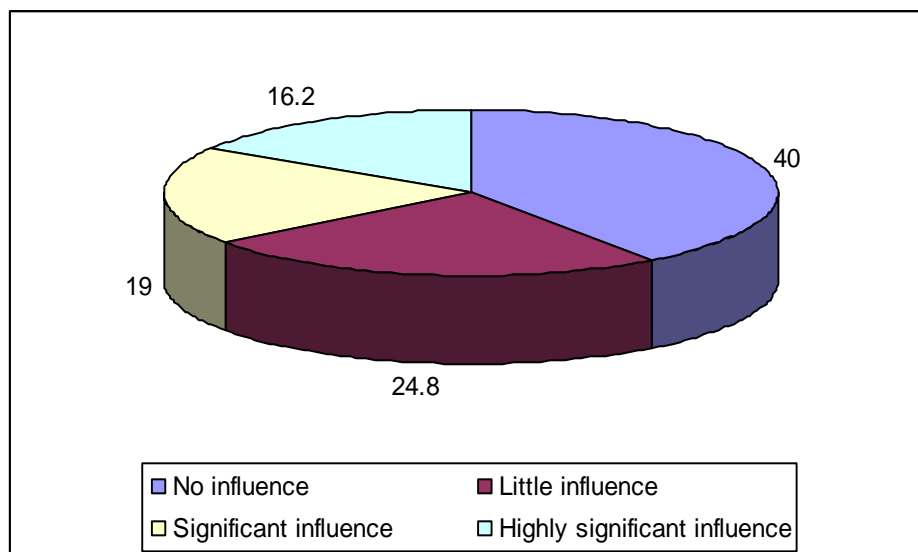
It is evident that Figure 23 above, shows that the majority, that is, 40.0% (n=42) of the managerial-level employees stated that their decision to leave would not be influenced by

pay-based on commission only and 24.8% (n=26) stated that the item would have little significant influence on their decision. Thus, when the number of respondents who reported that pay-based on commission only would have a significant or a highly significant influence were combined, then 16.2% + 19% = 35%. Therefore, 35% of the respondents indicated that this factor would not have a strong influence on their consideration to leave the organisation.

Figure 24: Pay not linked to performance
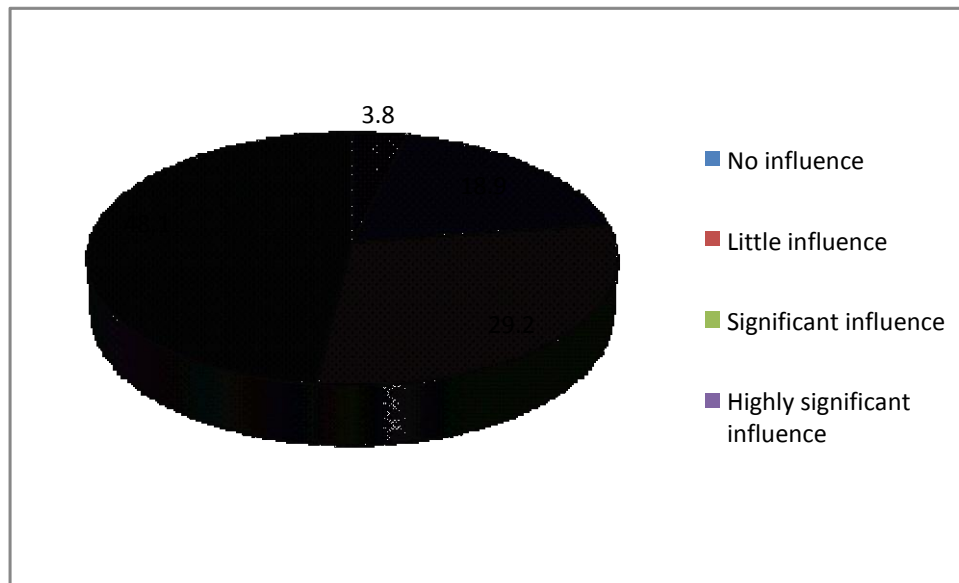
Figure 24 depicts that 48.1% (n=51) of the respondents stated that pay not linked to performance would have a highly significant influence on their decision to leave and 29.2% (n=31) of the respondents would be significantly influenced by pay not being linked to performance. The number of respondents who reported that pay not linked to performance would have a significant influence or a highly significant influence when they were combined, then 48.1% + 29.2% = 77.3%. Therefore, 77.3% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 25: Lack of work achievement recognition
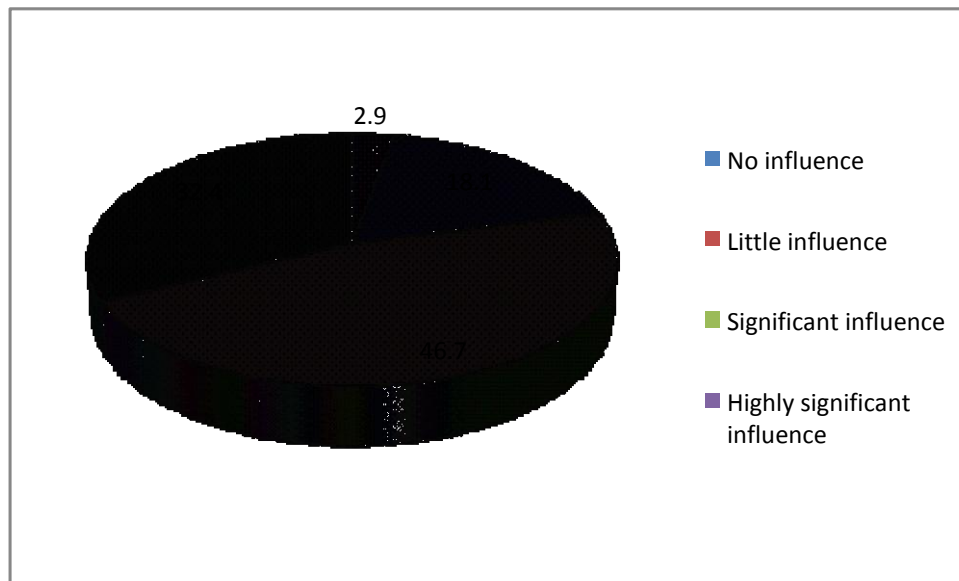
A majority (46.7%) (n=49) of the respondents stated that lack of work achievement would have a significant influence on their decision to leave and 32.4% (n=34) of the respondents stated that their decision to leave their organisation would be highly significantly influenced by the lack of work-achievement recognition. Hence, when the number of respondents who reported that the lack of work achievement would have a significant or highly significant influence were combined, then 32.4% + 46.7% = 79.1%. Therefore, 79.1% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 26: Poor working conditions
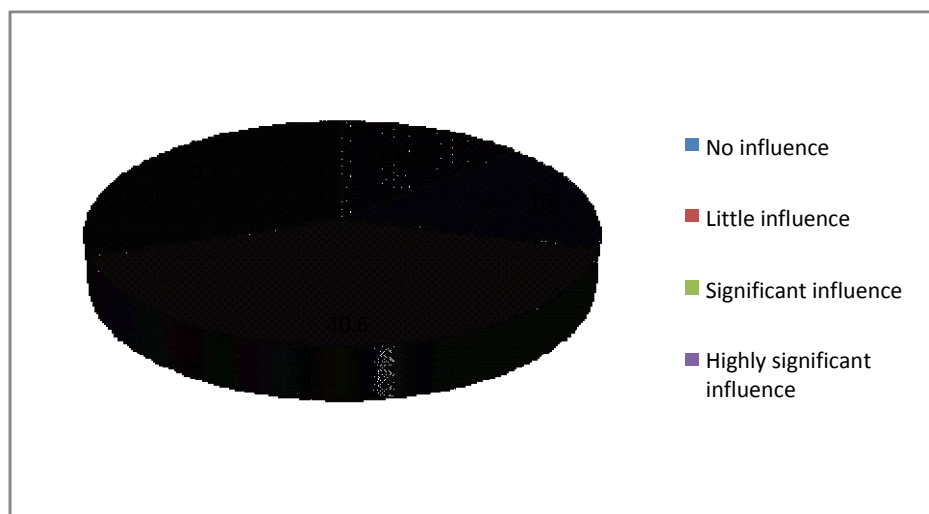
Based on the results shown by Figure 26 above, 40.6% (n=43) of the respondents stated that

poor working conditions would significantly influence their decision to leave their organisations and 30.2% (n=32) stated that the item would highly influence their decision to leave. Thus, when the number of respondents who reported that poor working conditions would have a significant or highly significant influence, then 30.2% + 40.6% = 70.8%. Therefore, 70.8% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 27: Lack of recognition for your qualifications through the pay system
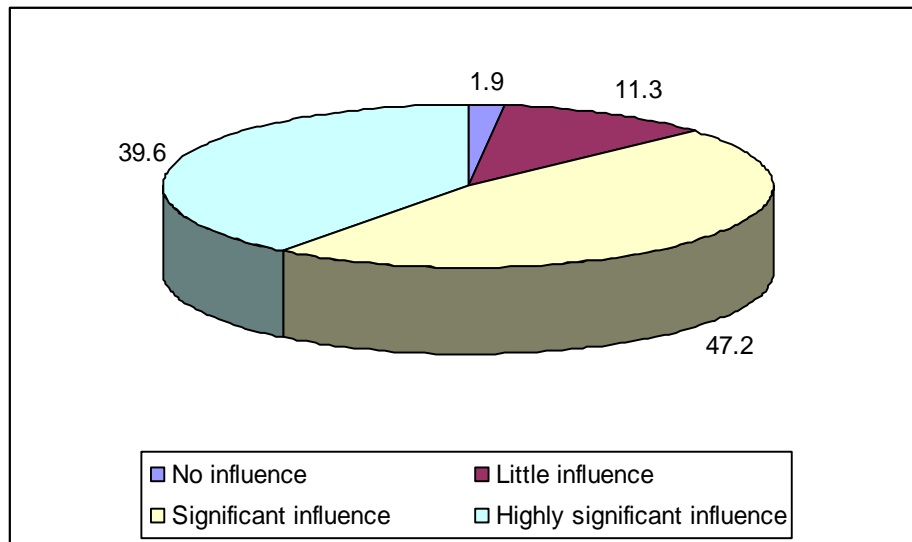
Figure 27 depicts that 47.2% (n=50) of the respondents' decision to leave would be significantly influenced by the lack of recognition of their qualifications and 39.6% (n=42) stated that the item would highly influence their decision to leave. Hence, when the number of respondents who reported that the lack of recognition of their qualifications would have a significant or highly significant influence was combined, then 39.6% + 47.2% = 86.8%. Therefore, 86.8% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 28: Lack of recognition for experience through the pay system
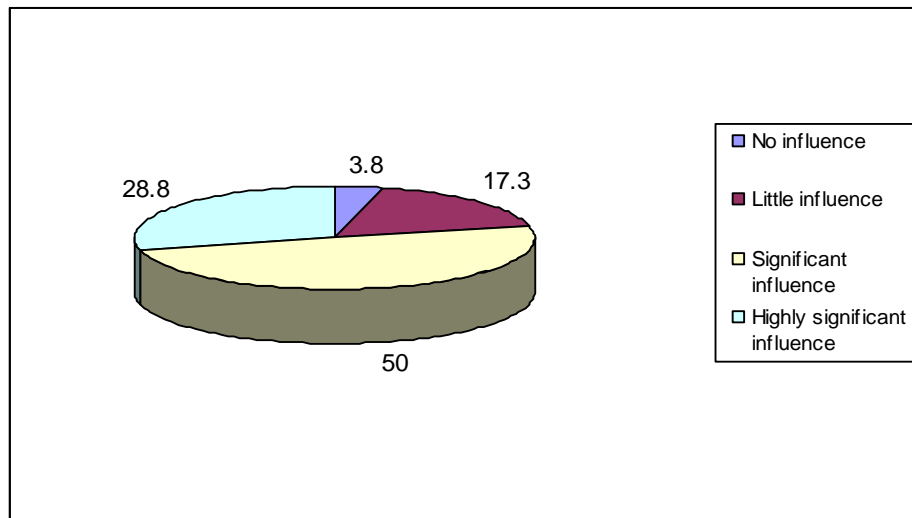
Figure 28 above depicts that the lack of recognition of the managerial-level employees' experience through the pay system would have a significant influence on the majority of respondents' 50.0% (n=52) decision to leave their current KZN-based organisations and 28.8% (n=30) stated that they would be highly significantly influenced. When the number of respondents who reported that the lack of recognition of experience through the pay system would have a significant or highly significant influence were combined then, 50% + 28.8 = 78.8%. Therefore, 78.8% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 29: Lack of freedom to act on the job
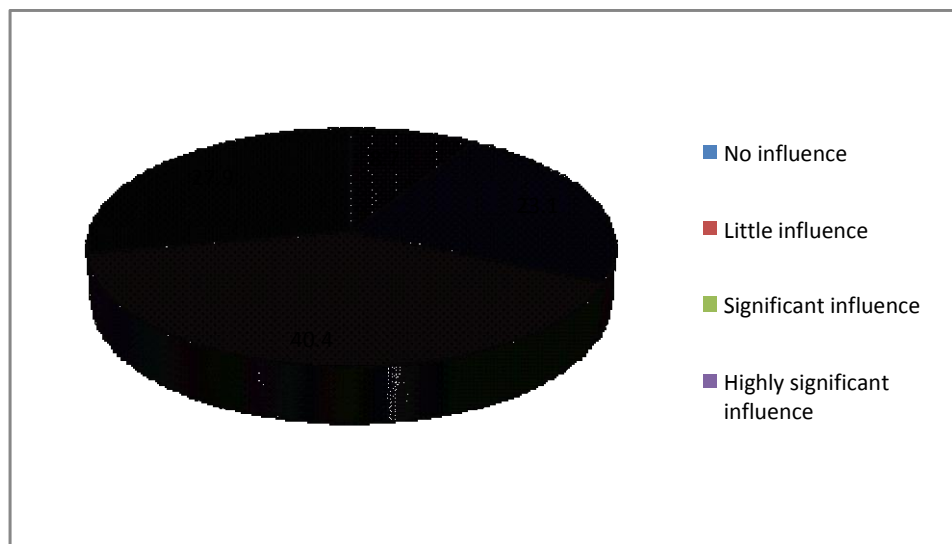
Figure 29 results show that 40.4% (n=42) of the respondents stated that lack of freedom would significantly influence their decision to leave and 27.9% (n=29) would be highly

influenced by the above item. When the number of respondents who reported that the lack of freedom would have a significant or highly significant influence was combined then, 40.4% + 27.9% = 68.3%. Therefore, 68.3% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 30: Lack of challenging work
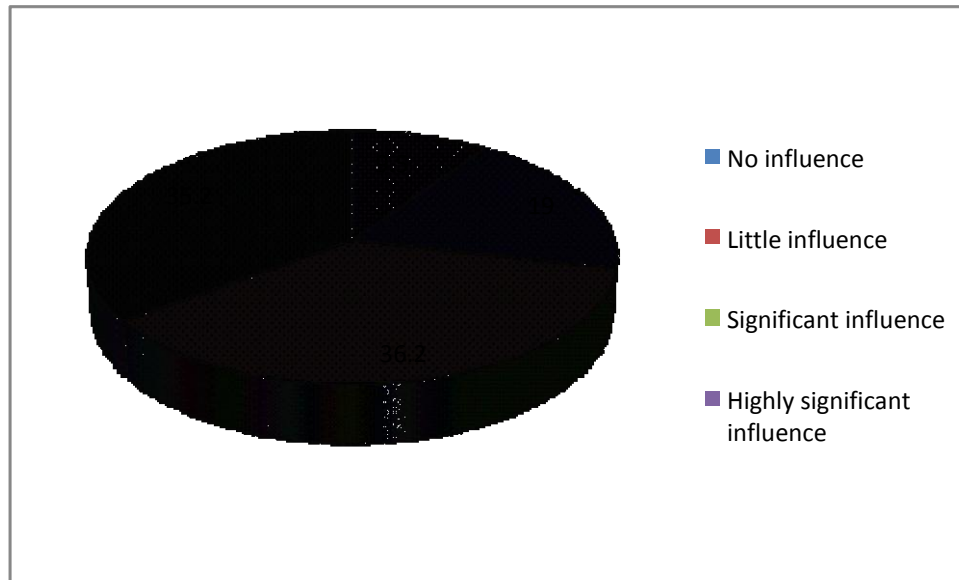
Figure 30 depicts that 36.2% (n=38) of the respondents stated that they would be significantly influenced to leave their organisations by the lack of challenging work and 35.2% (n=37) of the respondents stated that they would be highly influenced by the item. Thus, when the number of respondents who stated that the lack of challenging work would have a significant or highly significant influence was combined then, 36.2% + 35.2% = 71.4%. Therefore, 71.4% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 31: Dissatisfaction with fringe benefits
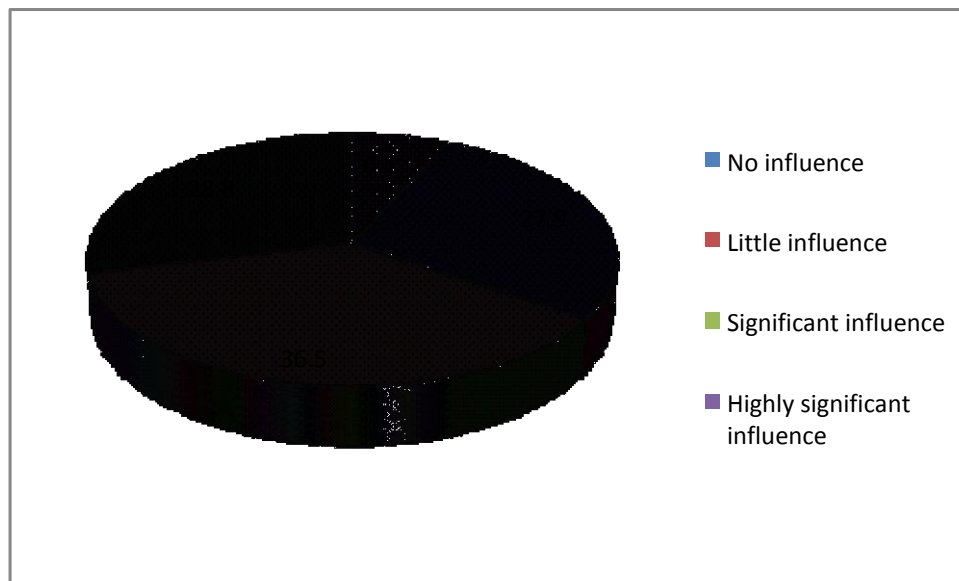
As depicted by Figure 31 above, 36.5% (n=38) of the respondents stated that dissatisfaction with fringe benefits would have a significant influence on their decision to leave and 28.8% (n=30) would be highly significantly influenced by the item. Hence, when the number of respondents who reported that dissatisfaction with fringe benefits would significantly or highly significantly influence them to leave was combined then, 36.5% + 28.8% = 65.3%. Therefore, 65.3% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Thus, there is great value placed on both intrinsic and extrinsic rewards by managerial-level professionals in their consideration to leave their current organisations. The majority of the managerial-level employees were not influenced on their decision to leave by pay-based on commission only as only 35% of the respondents stated that it would influence their decision to leave. All the other 9 items strongly influenced the managerial-level employees' decision to leave their organisations. However, the 3 most influential items on the managerial-level professionals' decisions to leave their current organisations included: the lack of recognition for your qualifications through the pay system with 86.8%, the lack of work-achievement recognition with 79.1% and the lack of recognition of experience through the pay system with 78.8%. The study findings related to the role played by leadership/management style in respondents' consideration to leave their organisations will be outlined in the next section.

4.4.3.To establish the role of leadership/management style on managerial-level employees' intention to leave an organisation

In order to further explore the role played by leadership/management style on managerial-level employees' intentions to leave their South African organisations, respondents were asked in the CFST to indicate to what extent these factors influenced their consideration to leave their organisations. The CFST Management style sub-component of the CFST scale consisted of 9 items, namely: 2 *'Authoritative leadership style of your manager'*; 10 'Exclusion from decision making'; 17 'Lack of progressive leadership which allows you to do things differently'; 24 *'Lack of involvement in management and business decisions'*; 31 '*Lack of clear expectations and direction from your immediate manager';* 38 *'An unapproachable manager'; 44 'An unfriendly manager'*; 49 '*Management's lack of consideration of employees' concerns'* and 54 '*Management's lack of implementation of employees suggestions'*. The findings in relation to these items will be presented in Table 18 below:

Table 18: CFST Management Style Total

	Mean	Median	Standard Deviation	Minimum	Maximum
CFST Management Style	26.50	26.0000	5.65	10.00	36.00

Table 18 depicted the mean score of 26.50, given the minimum and maximum scores of 10.00 and 36.00 respectively, indicating that leadership/management style plays a role in influencing the managerial-level employees' intentions to leave their KZN-based organisations.

The relative distributions of responses on each of the items of the CFST Management style sub-component scales will be presented in Figures 32, 33, 34, 35, 35, 36, 37, 38 and 39 below:

Figure 32: Authoritative leadership style of your manager
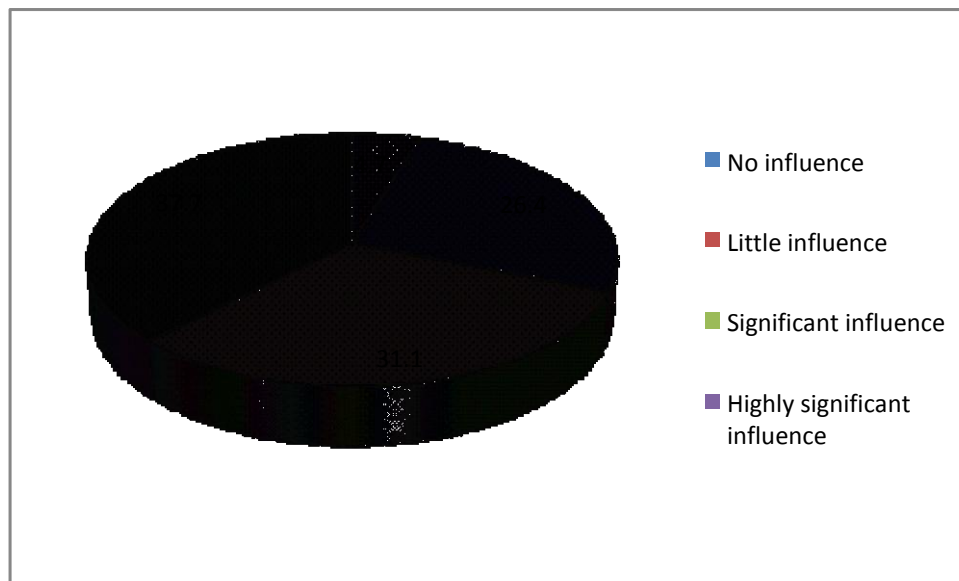
Figure 32 depicts that authoritative leadership style would have a highly significant influence 37.7% (n=40) on the respondents' decision to leave their KZN-based organisations and 31.1% (n=33) would be significantly influenced by the item. Thus, when the number of respondents that stated that authoritative leadership would have a significant or highly significant influence were combined then, 31.1% + 37.7% = 68.8%. Therefore, 68.8% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 33: Exclusion from decision making
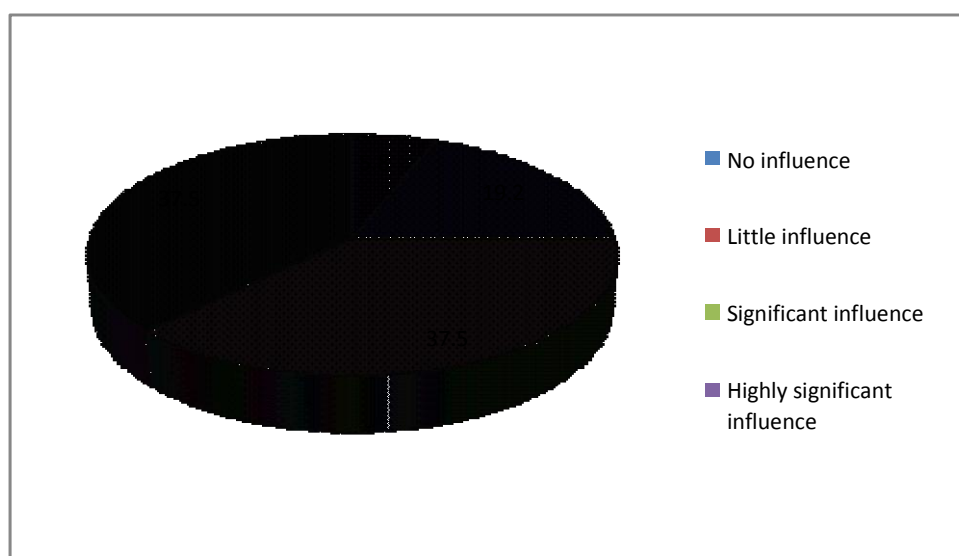
The results in Figure 33 above depict that 37.5% (n=39) of the respondents stated that their decision to leave their organisation would be significantly influenced by their exclusion from decision making and 37.5% (n=39) would be highly significantly influenced by the item. When the number of respondents who stated that exclusion from decision making would influence them were combined then, 37.5% + 37.5% = 75%. Therefore, 75% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 34: Lack of progressive leadership which allows you to do things differently
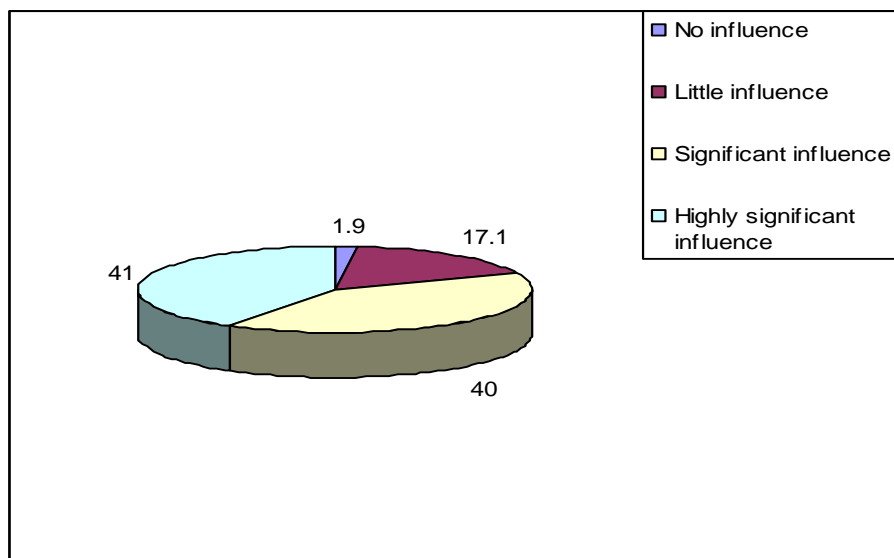
As depicted in Figure 34 above, 41% (n=43) of the respondents stated that their decision to leave would be highly significantly influenced by the lack of progressive leadership and 40% (n=42) stated that they would be significantly influenced by the item. Thus, when the number of respondents that stated that the lack of progressive leadership would have a significant or highly significant influence was combined then, 40% + 41% = 81%. Therefore, 81% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 35: Lack of involvement in management and business decisions
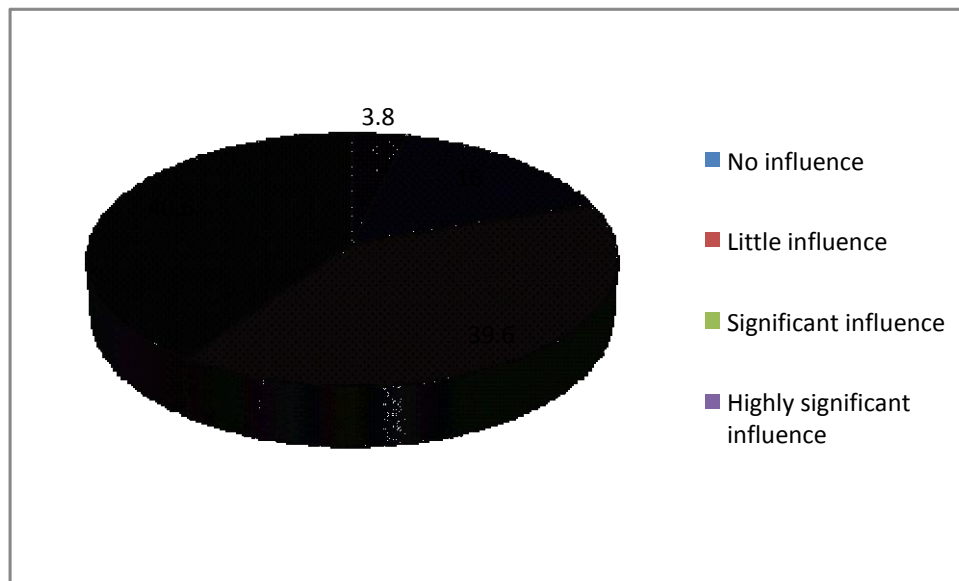
Figure 35 depicts that 40.6% (n=43) of the respondents would be highly significantly influenced to leave their organisation by the lack of involvement in management and business decisions. 39.6% (n=42) of the respondents stated that their decision to leave would be significantly influenced by the above-mentioned item. Thus, when the number of respondents who stated that the lack of involvement in management would significantly or highly significantly influence them was combined then, 39.6% + 40.6% = 80.2%. Therefore, 80.2% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 36: Lack of clear expectations and direction from your immediate manager
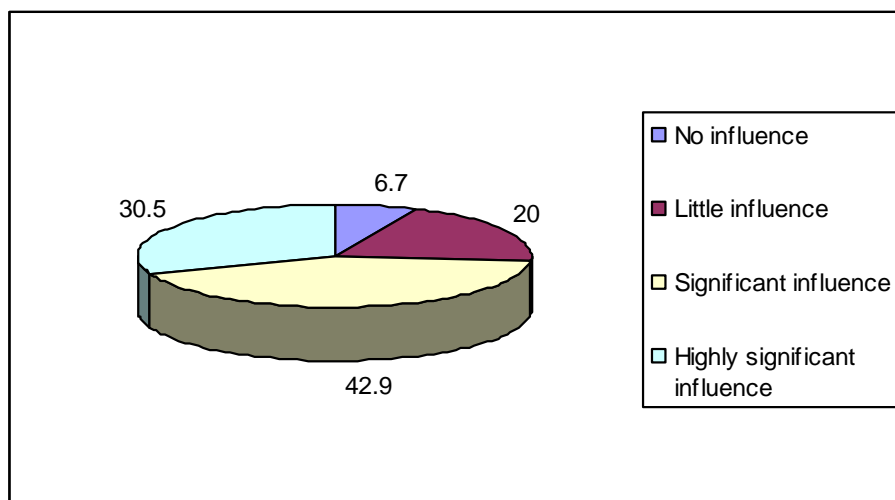
As depicted by Figure 36, the majority of respondents, that is 42.9% (n=45), stated that their

decision to leave would be significantly influenced by the lack of clear expectations and direction from their immediate managers. 30.5% (n=32) of the respondents stated that their decision to leave would be highly influenced by the item. Thus, when the number of respondents that stated that the lack of clear expectations and direction from their immediate managers was combined then, 42.9% + 30.5% = 73.4%. Therefore, 73.4% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 37: An unapproachable manager
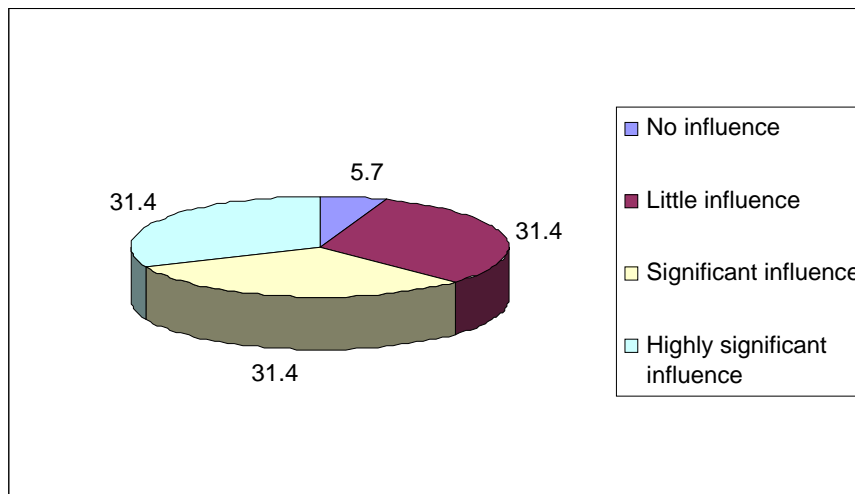
Figure 37 depicts that 31.4% (n=33) of the respondents' decision to leave would be little influenced by having an unapproachable manager, 31.4% (n=33) would be significantly influenced and 31.4% (n=33) of the respondents would be highly influenced by the item. Hence, when the number of respondents who reported that an unapproachable manager would have a significant or highly significant influence was combined then, 31.4% + 31.4% = 62.8%. Therefore, 62.8% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 38: An unfriendly manager
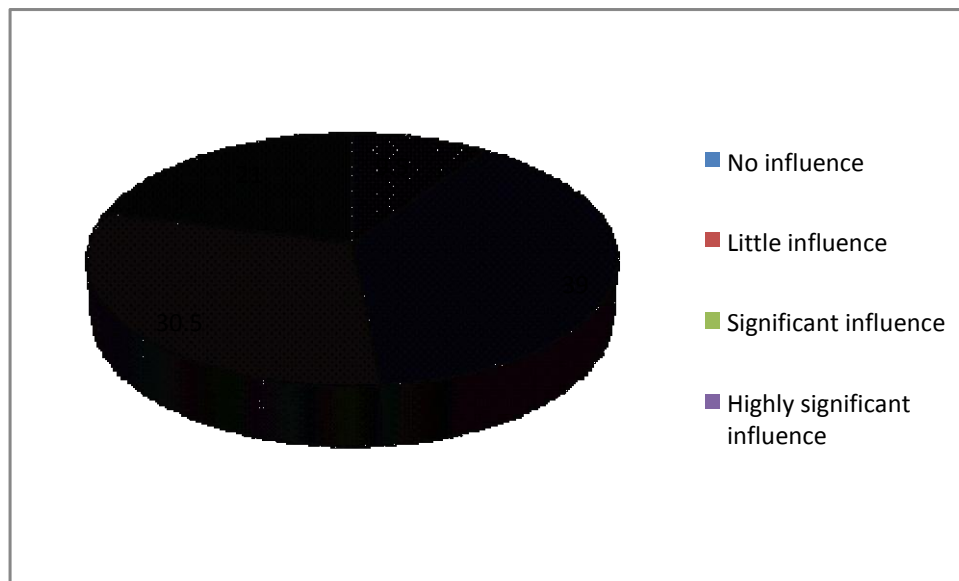
The results in Figure 38 depict that 39% (n=41) of the respondents' decision to leave would be little influenced by having an unfriendly manager and 30.5% (n=32) stated that they would be significantly influenced by the item. Thus, when the number of respondents who reported that an unfriendly manager would have a significant or highly significant influence were combined then, 30.5% + 21% = 51.5%. Therefore, 51.5% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

**Figure 39: Management's lack of consideration of employees concerns**
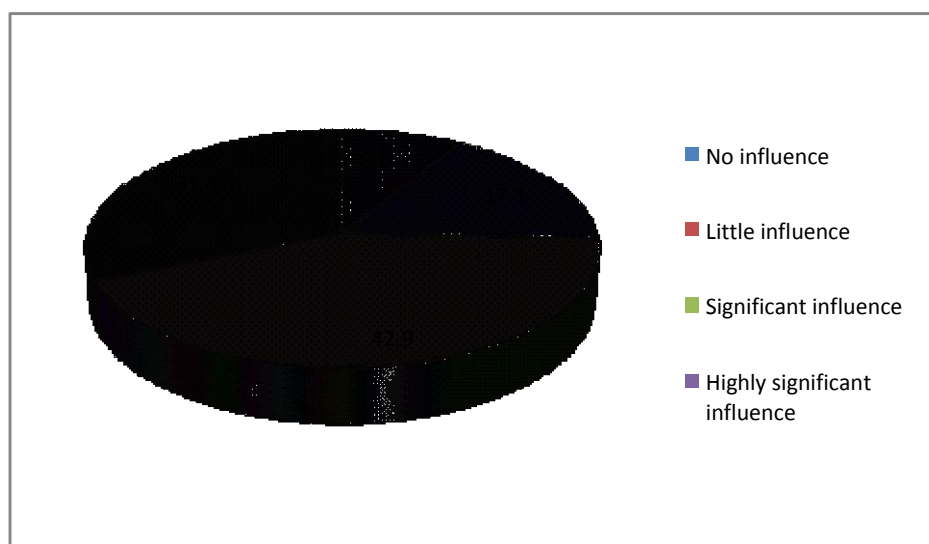
Figure 39 depicts that the majority of the respondents, 42.9% (n=45) would be significantly influenced to leave their organisations by management's lack of consideration of their concerns and 31.4% (n=33) stated that they would be highly influenced. When the number of

respondents that stated that management's lack of consideration of their concerns would have a significant or highly significant influence were combined then, 42.9% + 31.4% = 74.3%. Therefore, 74.3% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 40: Management's lack of implementation of employee's suggestions
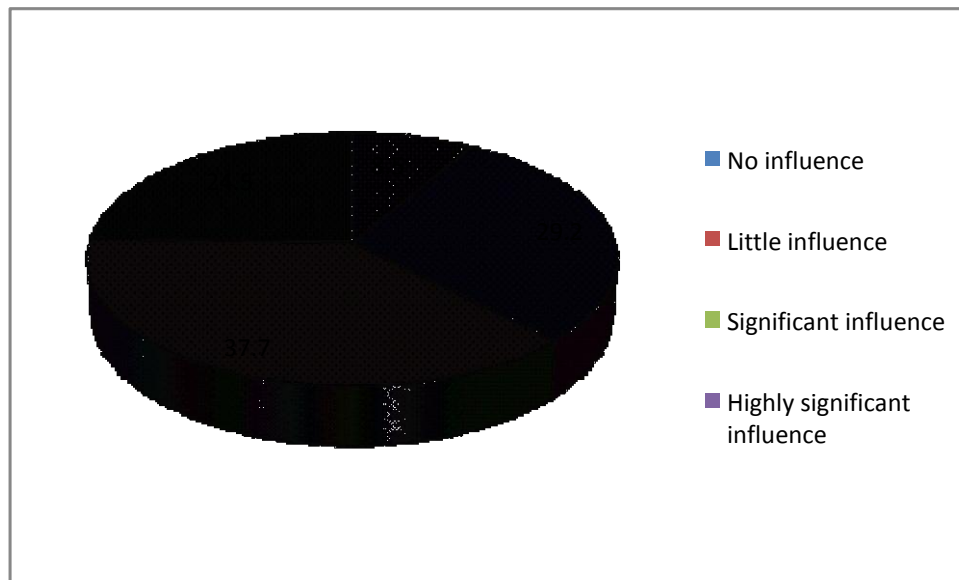
Figure 40 depicts that 37.7% (n=40) of the respondents stated that their decision to leave would be significantly influenced by management's lack of implementation of employees' suggestions and 29.2% (n=31) stated that they would be little influenced by the item. However, when the number of respondents who reported that management's lack of employee's suggestions would have a significant or highly significant influence was combined then, 37.7% + 24.5% = 62.2%. Therefore, 62.2% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Thus, leadership/management style has a strong influence on the managerial-level employees' consideration to leave their current KZN organisations, with the majority of the respondents stating that all the 9 items would significantly or highly significantly influence them. The top 3 most influential items included the following: the lack of progressive leadership which allows you to do things differently with 81%, the lack of involvement in management and business decisions with 80.2% and the third item was exclusion from decision-making with 75%. Study findings on the level of influence current career path strategies being used by KZN organisations have on managerial-level employees' to leave their organisations, will be presented in the following section.

4.4.4 To investigate the level of influence career path strategies being used by KZN organisations have on managerial-level employees' intention to leave their current organisation

In order to further explore the level of influence career path strategies currently being used by KZN organisations have on managerial-level employees' intention to leave their organisations, they were asked in the CFST to indicate to what extent these factors influenced their consideration to leave their organisations. The CFST Career path sub-component of the CFST scale consists of 6 items, namely: 3 '*Lack of a clear career path*'; 11 '*External employee hiring policies*'; 18 '*Poor use of performance criteria for promotion decisions*'; 25 '*Lack of effective succession planning*'; 32 '*Lack of employee career counselling and workshops*' and 39 '*Failure to achieve personal career goals*'. The findings in relation to these items will be outlined in Table 19.

Table 19: CFST Career path Total

	Mean	Median	Standard Deviation	Minimum	Maximum
CFST Career path Total	17.81	18.0000	3.37	6.00	24.00

As depicted in Table 19, the CFST career path strategies currently being used by KZN-based organisations influences the majority of the managerial-level employees' intentions to leave. The mean score was 17.81 which is high, with the minimum score being 6.00 and the maximum score 24.00.

The relative distributions of responses on each of the items of the CFST Career path Strategies sub-component scale will be presented in Figures 41, 42, 43, 44, 45 and 46 below:

Figure 41: Lack of a clear career path
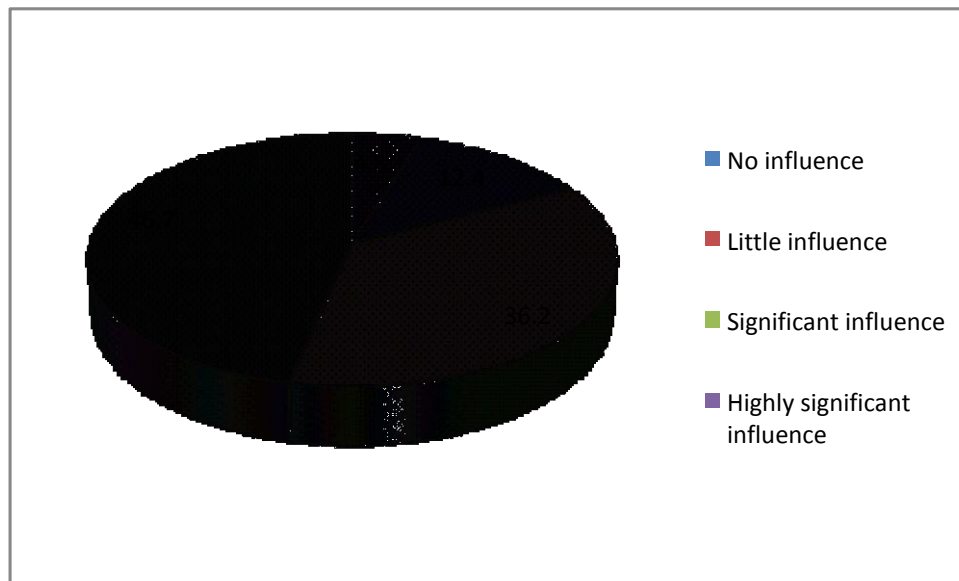
Figure 41 depicts that 46.7% (n=49) of the respondents stated that lack of a clear career path would have a highly significant influence on their decision to leave and 36.2% (n=38) would be significantly influenced by the item. When the number of respondents who reported that the lack of a clear career path would have a significant or highly significant influence on their decisions to leave was combined, then 36.2% + 46.7% = 82.9%. Therefore, 82.9% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 42: External employee hiring policies
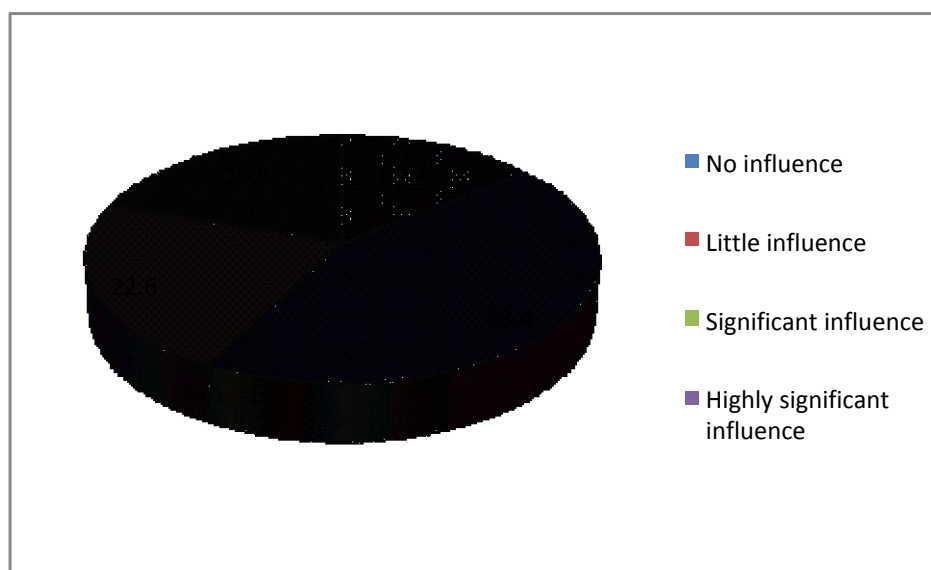
Based on the results in Figure 42, the majority of the respondents, that is 43.4% (n=46) stated that external hiring would have little influence on their decision to leave their organisations and 22.6% (n=24) stated that the item would have a significant influence on their decision to leave. Thus, when the number of respondents who stated that external employee hiring policies would have a significant or highly significant influence on their decision to leave was combined, then 22.6% + 19.8% = 42.4%. Therefore, 42.4% of the respondents indicated that this factor would not have a strong influence on their consideration to leave their organisations.

Figure 43: Poor use of performance criteria for promotion decisions
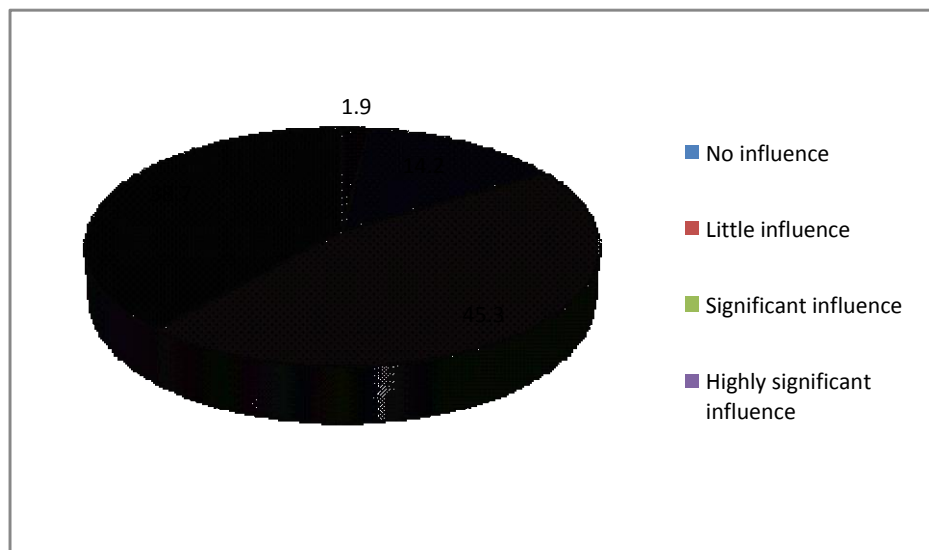
As depicted in Figure 43 above, the majority of respondents would be significantly influenced to leave their organisations by the poor use of performance criteria for promotion decisions, that is, 45.3% (n=48) and 38.7% (n=41) would be highly significantly influenced. Thus when the number of respondents who reported that the poor use of performance criteria for promotion decisions would have a significant or highly significant influence on their decision to leave was combined, then 45.3% + 38.7% = 84%. Therefore, 84% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 44: Lack of effective succession planning
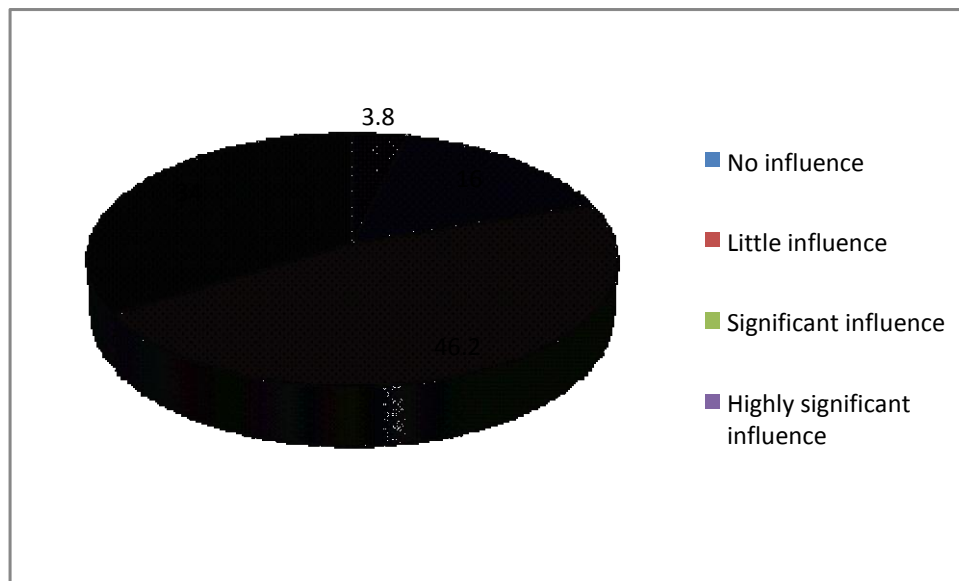
Figure 44 depicts that 46.2% (n=49) of the respondents' decision to leave would be significantly influenced by the lack of effective succession planning and 34% (n=36) stated that they would be highly significantly influenced by the item. When the number of respondents who reported that the lack of effective succession planning would have a significant or highly significant influence on their decision to leave was combined, then 46.2% + 34% = 80.2%. Therefore, 80.2% of the respondents indicated that this factor would have a strong influence on their consideration to leave the organisation.

Figure 45: Lack of employee career counselling workshops
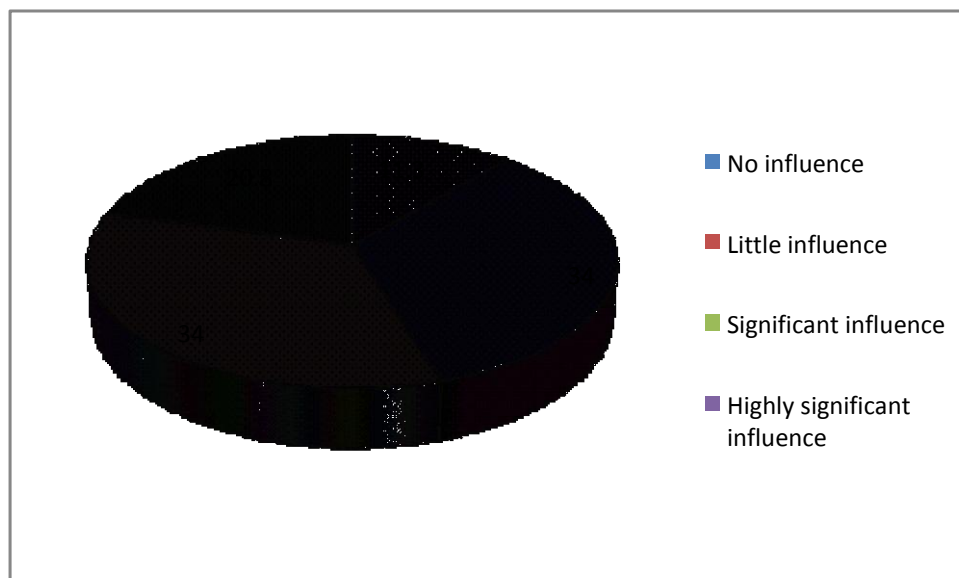
As depicted in Figure 45 above, 34% (n=36) of the respondents stated that a lack of employee career counselling workshops had little influence on their decision to leave their KZN-based organisations and 34% (n=36) would be significantly influenced by the item. When the number of respondents who stated that the lack of employee career counselling workshops would have a significant or highly significant influence on their decision to leave was combined, then 34% + 20.8% = 54.8%. Therefore, 54.8% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 46: Failure to achieve personal career goals
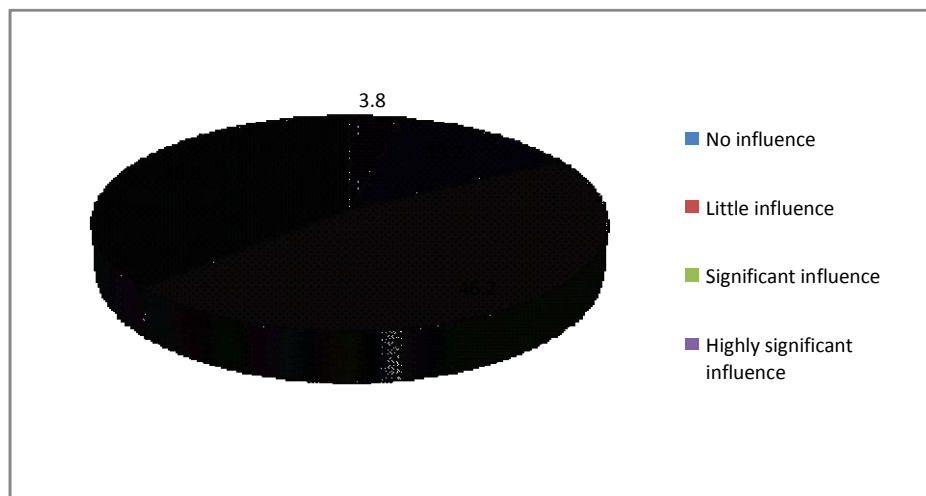
Figure 46 above depicts that 46.2% (n=49) of the respondents stated that their failure to achieve personal career goals would have a significant influence on their decision to leave their current organisations and 36.8% (n=39) would be highly significantly influenced by the item. Thus, when the number of respondents who reported that the failure to achieve personal career goals would have a significant or highly significant influence on their decision to leave were combined, then 46.2% + 36.8% = 83%. Therefore, 83% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

It was concluded that the current career-path strategies being used by KZN organisations have a strong influence on their decision to leave, except for the external employee hiring policy with 42.4% of the respondents stating that it would significantly and highly significantly influence their decision to leave. The 3 most influential items stated by the respondents included the following: the poor use of performance criteria for promotion decisions with 84%, failure to achieve personal career goals with 83% and the lack of a clear career path with 82.9%. The research findings related to the influence of work/life balance issues on managerial-level employees will be discussed in the next section.

4.4.5 To determine the influence of work/life balance issues on managerial-level employees intention to leave an organisation

In order to further explore the influence of work/life balance issues on managerial-level employees' intention to leave their organisations, the respondents were asked in the CFST to indicate to what extent these factors influenced their consideration to leave their organisations. The CFST Work/life balance sub-component of the CFST scale consisted of 8 items, namely: 5 '*Work and personal life conflict*'; 13 '*Lack of family/social life due to high work demand*'; 20 '*Lack of work/life balance assistance programmes in this organisation*'; 27 '*Lack of time for personal life outside of work';* 34 '*Inability to work from home*'; 41 '*Lack of recreational facilities at work*'; 46 '*Lack of support from the organisation to deal with work/life balance challenges*' and 51 '*Inflexible work time schedule*'. The findings in relation to these items will be outlined in Table 20.

Table 20: CFST Work/life Total

	Mean	Median	Standard Deviation	Minimum	Maximum
CFST Work/life Total	20.58	21.0000	4.93	9.00	31.00

Table 20 above depicts a mean score of 20.58, and given the minimum and maximum scores of 9.00 and 31.00 respectively, indicates that the majority of the managerial-level employees in this sample indicated that work/life issues influenced their intention to leave their organisations.

The relative distributions of responses on each of the items of the CFST Work/life issues sub-components scales will be presented in Figures 47,48, 49, 50, 51, 52, 53 and 54 below:

117

Figure 47: Work and personal life conflict
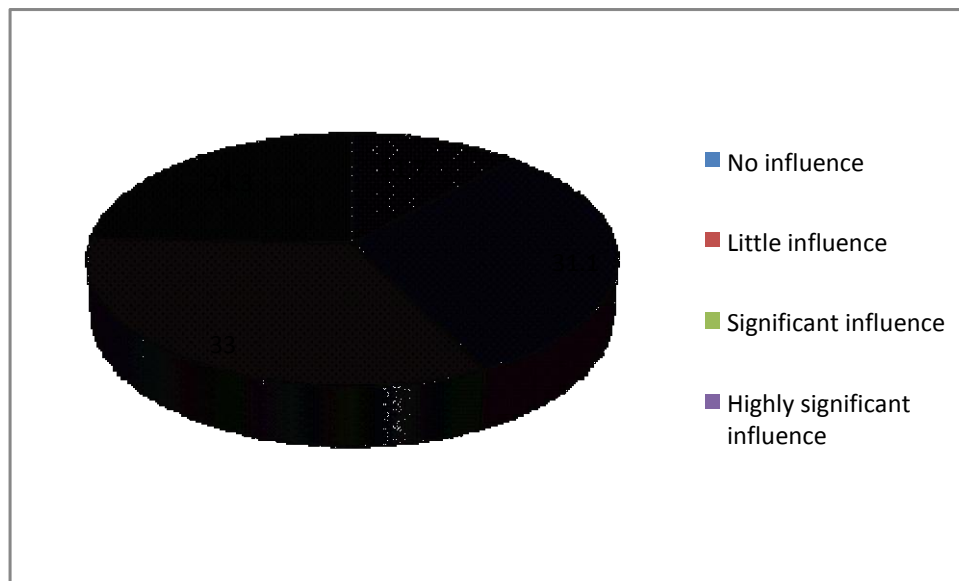
Figure 47 results depict that 33% (n=34) of the respondents would be significantly influenced by work and personal life conflict on their decisions to leave their organisations and 31.1% (n=32) of the respondents stated they would be little influenced by the item. When the number of respondents who reported that work and personal life conflict would have a significant or highly significant influence on their decision to leave was combined, then 33% + 24.3% = 57.3%. Therefore, 57.3% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 48: Lack of family/social life due to high work demand
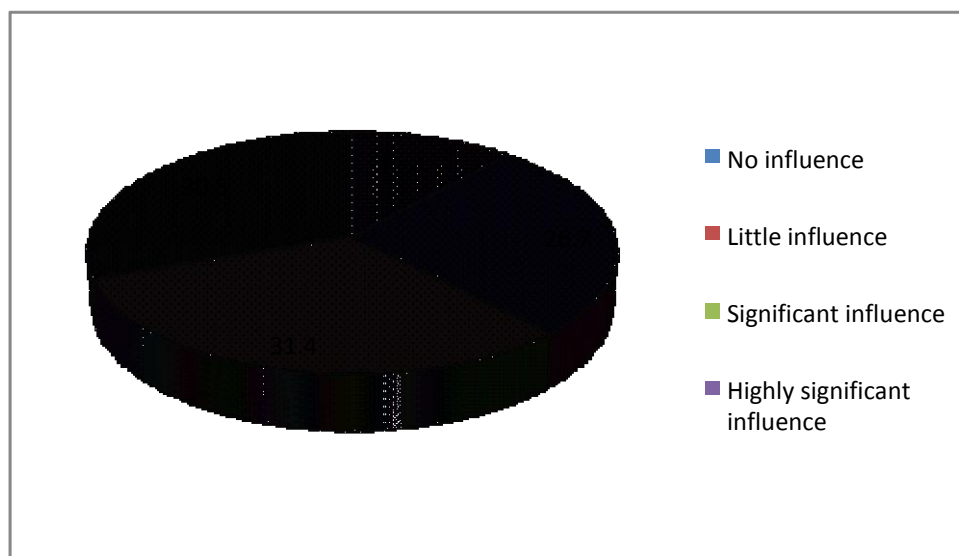
The results in Figure 48 above depict that 31.4% (n=33) of the respondents stated that the lack of family/social life due to high work demand would have a significant influence on their

118

decision to leave their organisations and 30.5% (n=32) of the respondents stated that the item would have a highly significant influence. Thus, when the number of respondents who reported that the lack of family/social life due to high work demand would have a significant or highly significant influence on their decision to leave was combined, then 31.4% + 30.5% = 61.9%. Therefore, 61.9% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 49: Lack of work/life balance assistance programmes in this organisation
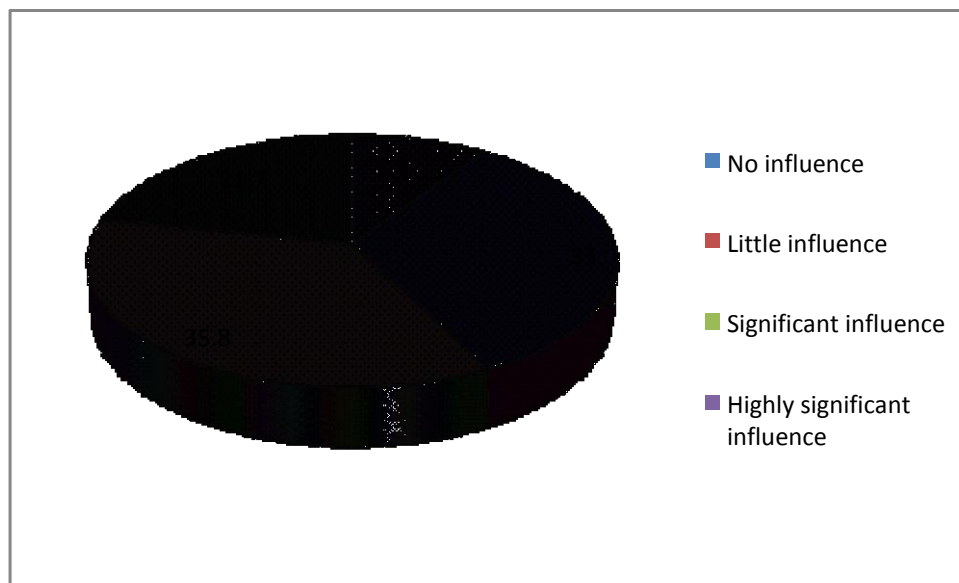
It is evident from Figure 49 above that 35.8% (n=38) of the respondents stated that the lack of work/life balance assistance programmes would have a significant influence on their decision to leave their organisations and 33% (n=35) stated that they would be little influenced by the item. Therefore, when the number of respondents that stated that the lack of work/life balance assistance programmes would have a significant or highly significant influence on their decision to leave was combined, then 35.8% + 21.7% = 57.5%. Therefore, 57.5% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 50: Lack of time for personal life outside of work
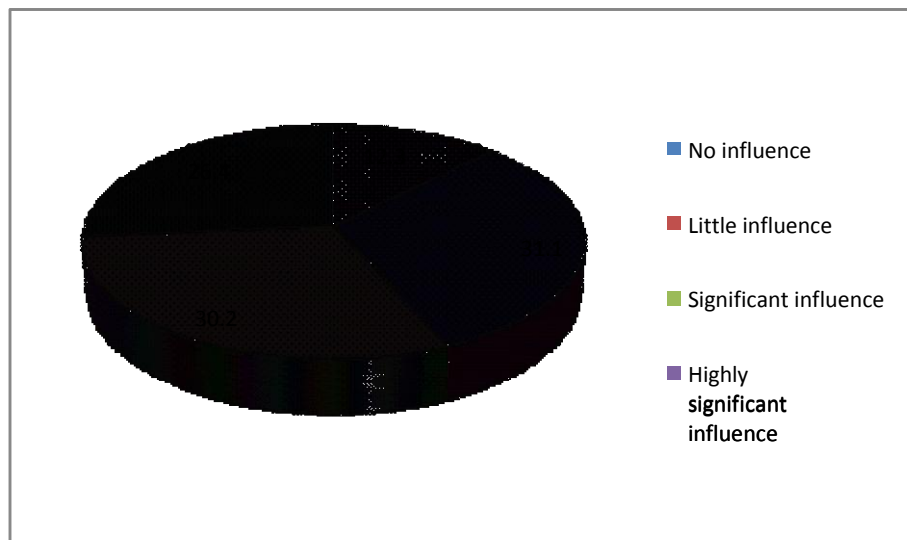
Figure 50 depicts that 30.2% (n=32) of the respondents stated that the lack of time for personal life outside of work would have a significant influence on their decision to leave their KZN-based organisations and 31.1% (n=33) stated that they would be little influenced by the item. When the number of respondents that reported that the lack of time for personal life outside of work would have a significant and highly significant influence on their decision to leave was combined, then 30.2% + 25.4% = 55.6%. Therefore, 55.6% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 51: Inability to work from home
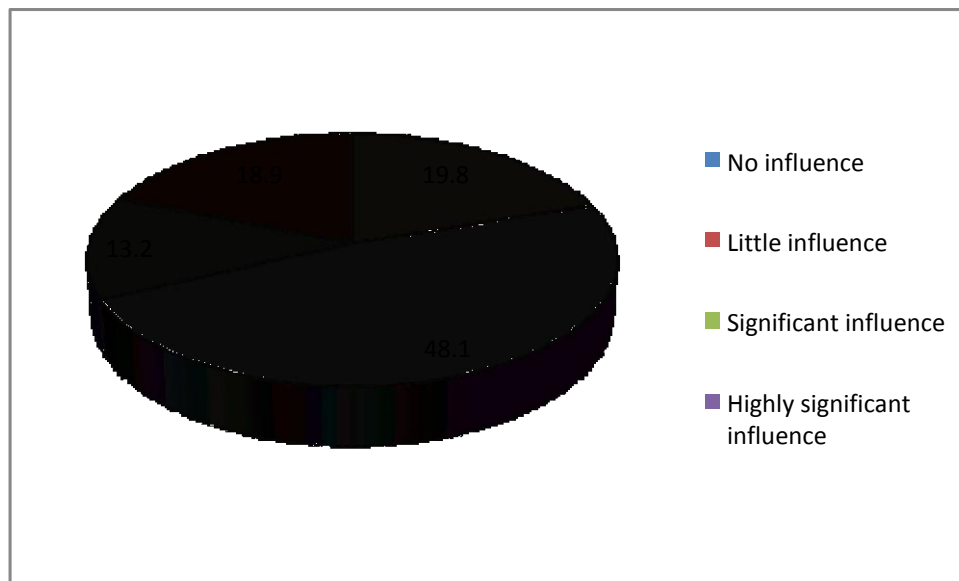
Figure 51 results above depict that the majority, that is, 48.1% (n=51) of the respondents would be little influenced to leave their organisation by the inability to work from home and 19.8% (n=21) stated that their decision to leave their organisation would not be influenced by the above-mentioned item. Thus, when the number of respondents who stated that the inability to work from home would significantly and highly significantly influence their decision to leave was combined, then 13.2% + 18.9% = 32.1%. Therefore, 32.1% of the respondents indicated that this factor would influence their consideration to leave their organisations.

Figure 52: Lack of recreational facilities at work
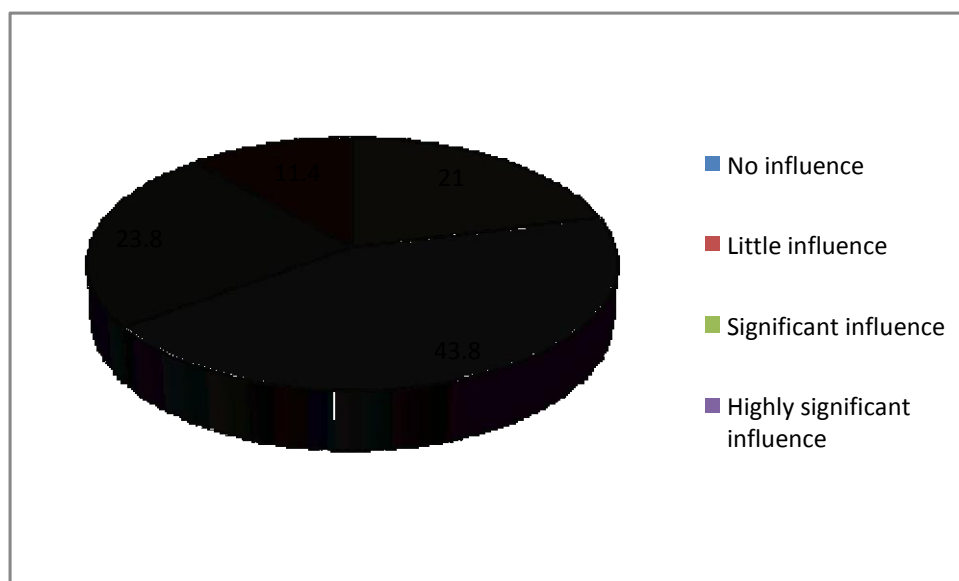
Figure 52 results depict that 43.8% (n=46) of the respondents mentioned that they would be little influenced by the lack of recreational facilities at work on their decision to leave their organisations and 23.8% (n=25) stated that the item would have a significant influence on their decision to leave. Thus, when the number of respondents who stated that the lack of recreational facilities at work would have a significant or highly significant influence on their decision to leave was combined, then 23.8% + 11.4% = 35.2%. Therefore, 35.2% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 53: Lack of support from the organisation to deal with work/life balance challenges
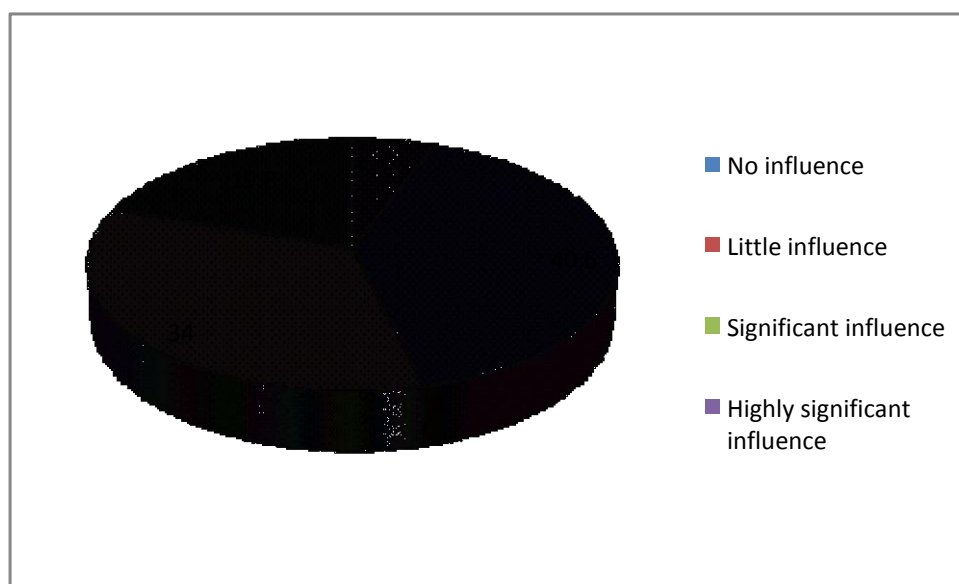
Figure 53 depicts that 40.6% (n=43) of the respondents stated that the lack of support from the organisation to deal with work/life balance issues would have little influence on their decision to leave their organisations and 34% (n=36) stated that their decision to leave their organisation would be significantly influenced by the item. Therefore, when the number of respondents who stated that the lack of support from the organisation to deal with work/life balance issues would have a significant and highly significant influence on their decision to leave was combined, then 34% + 19.8% = 53.8%. Therefore, 53.8% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 54: Inflexible work time schedule
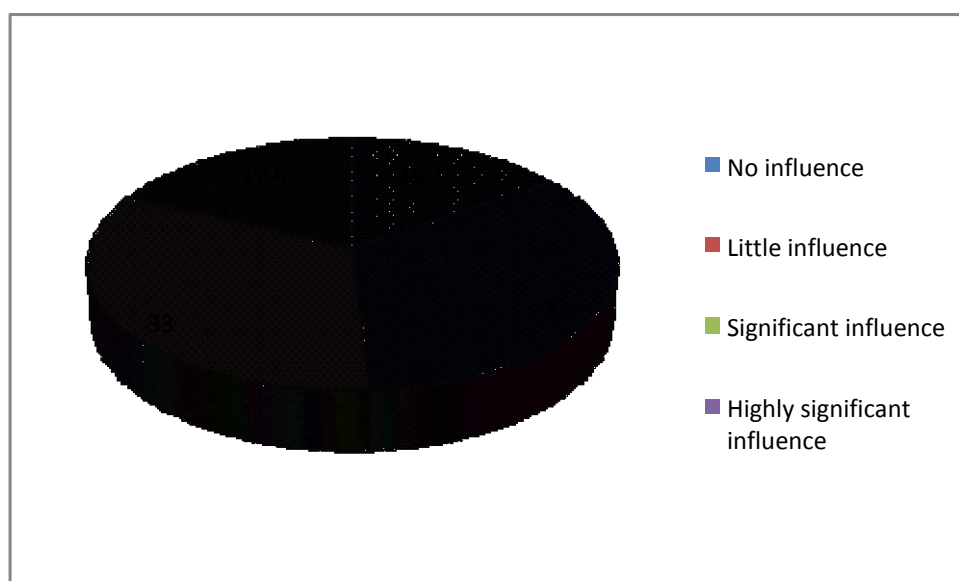
Based on the results in Figure 54 above, 34% (n=36) of the respondents stated that the inflexible work-time schedules would have little influence on their decision to leave their organisations and 33% (n=35) would be significantly influenced by this. When the number of respondents who stated that the inflexible work-time schedules would have a significant or highly significant influence on their decision to leave was combined, then 33% + 17.9% = 50.9%. Therefore, 50.9% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Thus, it was concluded that work/life balance issues greatly influences the managerial-level employees' decisions to leave as all the 8 items had a significant and highly significant influence on the managerial-level employees' decisions to leave. The 3 most influential items included the following: the inability to work from home had 61.3%, lack of work/life balance assistance programmes in this organisation 57.5% and work and personal life conflict 57.3%. The study findings related to the level of influence an organisation's training and development strategy has on KZN managerial-level professionals' intention to leave their organisation will be discussed in the following section.

4.4.6 To establish the level of influence an organisation's training and development strategy has on KZN managerial-level professionals' intention to leave their organisation

In order to further explore the level of influence an organisation's training and development strategy has on KZN managerial-level employees' intentions to leave their organisations, the respondents were asked to rate how this factor to leave influenced their decision to leave in

the CFST scale. The CFST training and development sub-component of the CFST scale consisted of 8 items, namely: 4 '*Lack of training and development opportunities*'; 12 '*Lack of training on new technological systems*'; 19 '*Lack of opportunities for development in your area of expertise*'; 26 '*Lack of exposure to experts in your profession*'; 33 '*Lack of fairness on how candidates are selected for training*'; 40 '*Poor timing of training and development programmes*'; 45 '*Ineffective on-the-job training methods*' and 50 '*Ineffective off-the-job training methods*'. The findings in relation to these items will be presented in Table 21 below:

Table 21: CFST Training and Development Strategy Total

	Mean	Median	Mode	Standard Deviation	Variance	Range	Minimum	Maximum
CFST Training and Development Total	17.81	18.0000	17.00	3.37	11.335	18.00	6.00	24.00

Table 20 above depicts that the mean score was 17.81, which was high, with the minimum score being 6.00 and the maximum score 24.00. This shows that the majority of respondents reported that the type of training and development strategy being used in their current organisations has a strong influence on their intentions to leave their organisation.

The relative distributions of responses on each of the items of the CFST Training and Development Strategy sub-component scales will be presented in Figures 55, 56, 57, 58, 59, 60, 61 and 62 below:

Figure 55: Lack of training and development opportunities
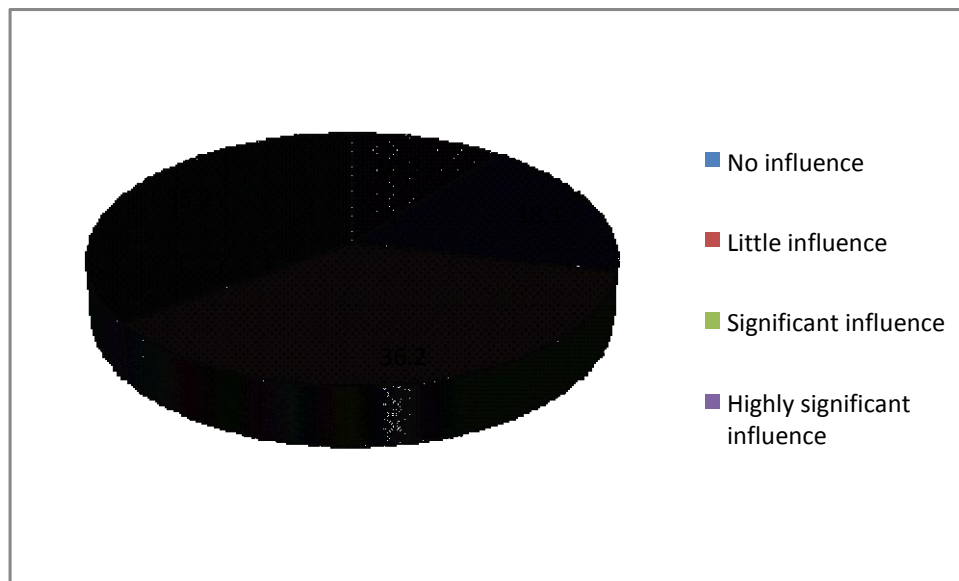
Figure 55 depicts that the majority of the respondents would be both significantly and highly influenced by the lack of training and development opportunities when deciding to leave their organisations. 36.2% (n=38) of the respondents stated that the item would have a significant influence on their decision to leave and 35.2% (n=37) of the respondents stated that the item would have a highly significant influence on their decision to leave their organisations. When the number of respondents that stated that the lack of training and development opportunities would have a significant or highly significant influence on their decision to leave was combined, then 36.2% + 35.2% = 71.4%. Therefore, 71.4% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 56: Lack of training on new technological systems
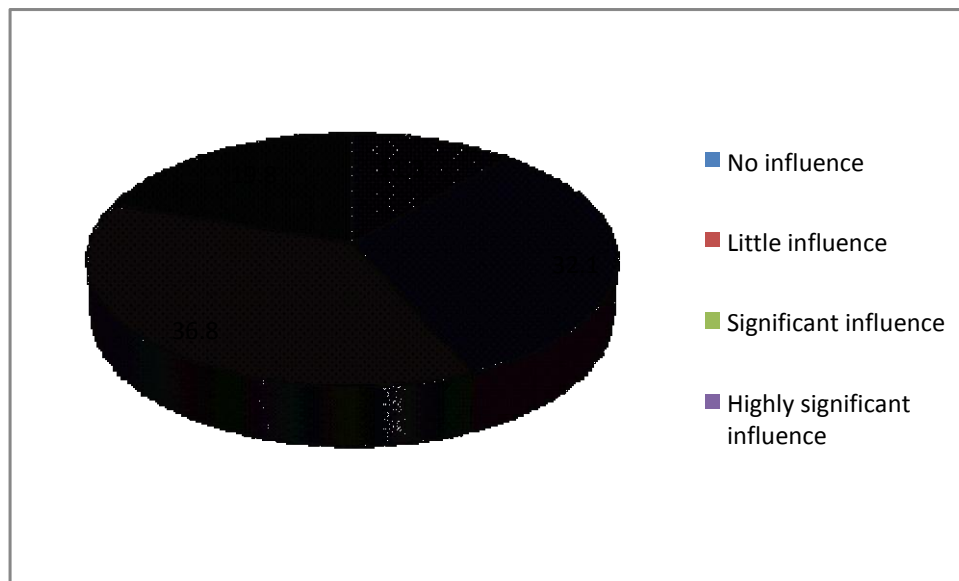
Figure 56 depicts that the lack of training and development on new technological systems would have a significant influence on 36.8% (n=39) of the respondents' decision to leave and 32.1% (n=34) of the respondents stated that the item would have little influence on their decision to leave. Thus, when the number of respondents who reported that the lack of training and development on new technological systems would have a significant or highly significant influence on their decision to leave was combined, then 36.8% + 19.8% = 56.6%. Therefore, 56.6% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 57: Lack of opportunities for development in your area of expertise
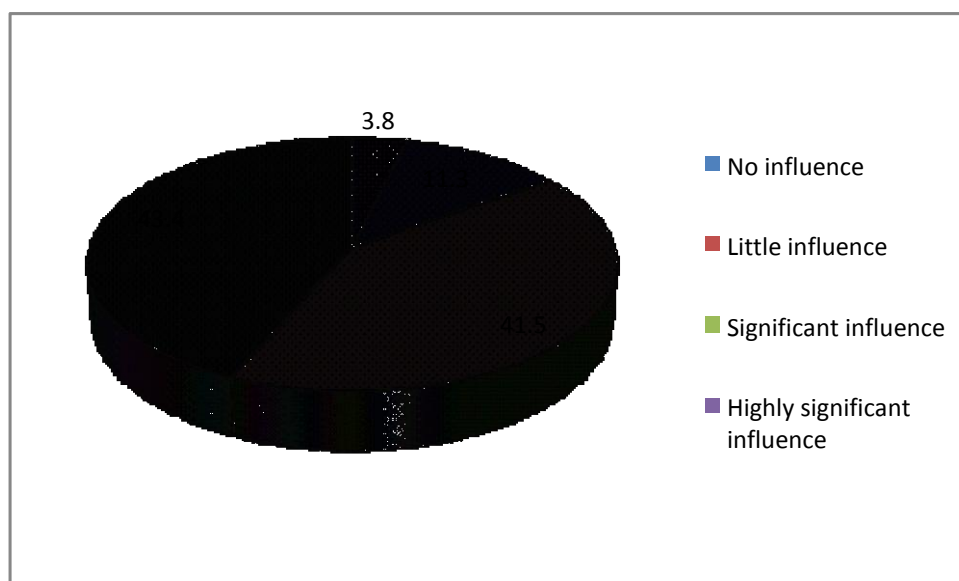
Figure 57 depicts that the 43.4% (n=46) of the respondents stated that the lack of opportunities for development in their area of expertise would have a highly significant influence on their decision to leave and 41.5% (n=44) of the respondents stated that the item would have a significant influence. When the number of respondents who reported that the lack of opportunities for development in their area of expertise would have a significant or highly significant influence on their decision to leave their organisation was combined, then 41.5% + 43.4% = 84.9%. Therefore, 84.9% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 58: Lack of exposure to experts in your profession
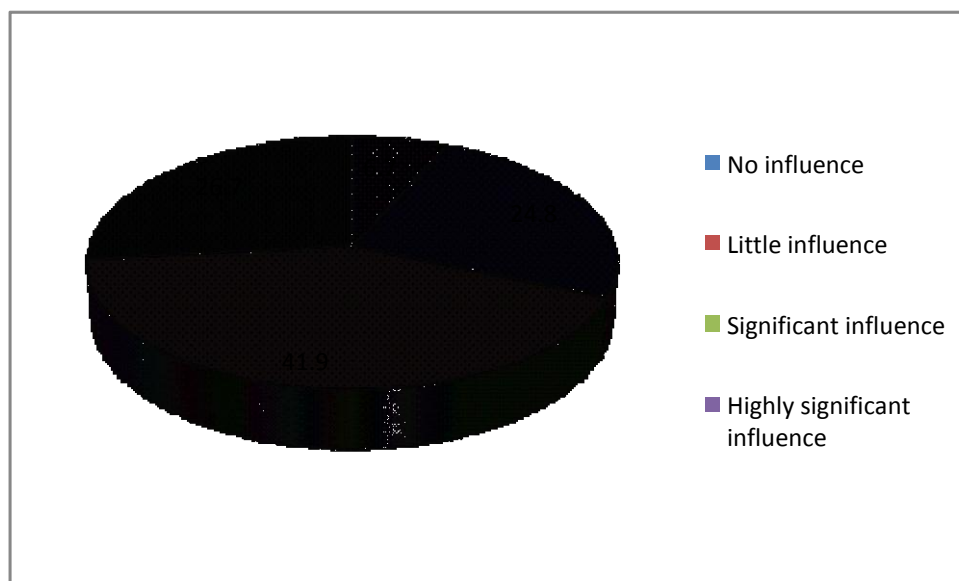
Figure 58 shows that a majority of the respondents, 41.9% (n=44) stated that the lack of exposure to experts in their professions would have a significant influence on their decision to leave their South African organisations and 26.7% (n=28) stated that the item would have a highly significant influence. When the number of respondents that reported that the lack of exposure to experts in their professions would have a significant or highly significant influence on their decision to leave was combined, then 41.9% + 26.7% = 68.6%. Therefore, 68.6% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 59: Lack of fairness on how candidates are selected for training
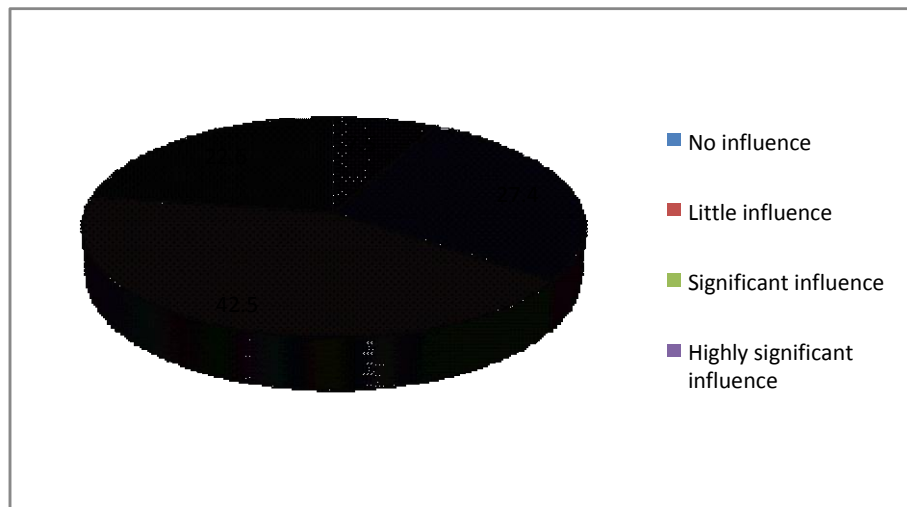
Figure 59 depicts that the majority of respondents, 42.5% (n=45) stated that the lack of fairness on how candidates are selected would have a significant influence on their decision to leave their South African organisations and 27.4% (n=29) stated that the item would have little influence on their decision to leave. Thus, when the number of respondents who stated that the lack of fairness on how candidates are selected would have a significant or highly significant influence on their decision to leave was combined, then 22.6% + 42.5% = 65.1%. Therefore, 65.1% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 60: Poor timing of training and development programmes
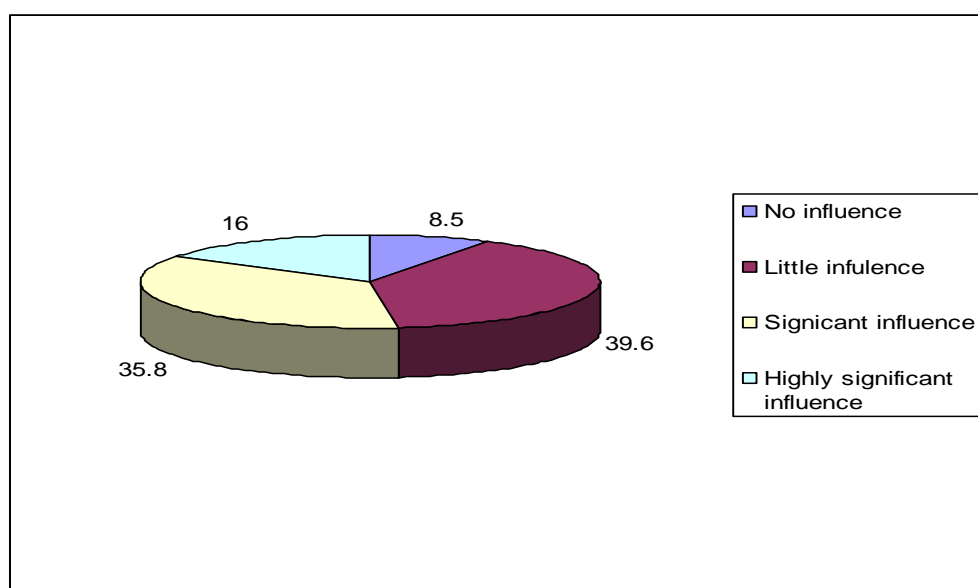
It is evident that Figure 60 results depict that the majority of the respondents, 39.6% (n=42) stated that their decision to leave their organisation would be little influenced by poor timing of training and development programmes and 35.8% (n=38) of the respondents stated that they would be significantly influenced by the item. Thus, when the number of respondents who reported that poor timing of training and development programmes would have a significant or highly significant influence on their decision to leave was combined, then 35.8% + 16% = 51.8%. Therefore, 51.8% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 61: Ineffective on-the-job training methods
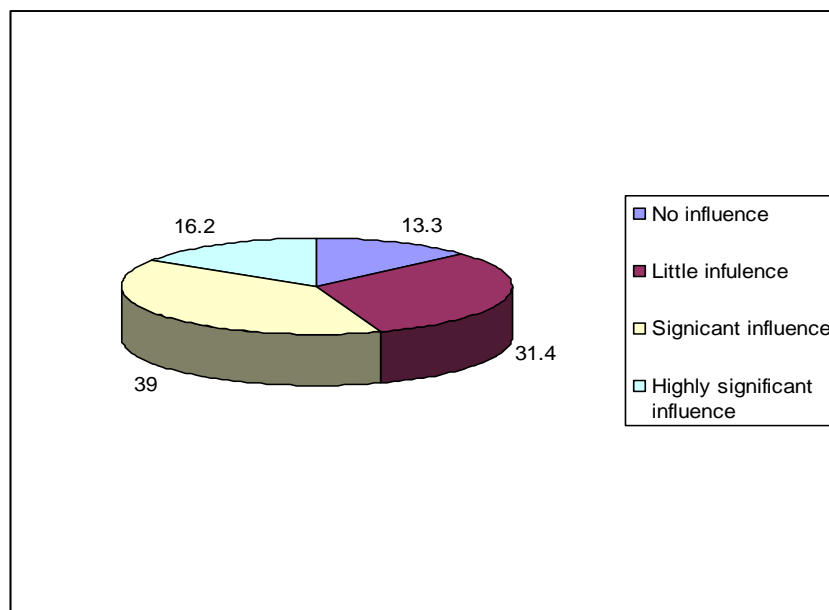
Figure 61 results above depict that 39% (n=41) of the respondents stated that ineffective on-the-job training methods would have significant influence on their decision to leave their organisations, while 31.4% (n=33) of the respondents stated that their decision to leave would be little influenced by the item. When the number of respondents who reported that ineffective on-the-job training methods would have significant or highly significant influence on their decision to leave was combined, then 39% + 16.2% = 55.2%. Therefore, 55.2% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 62: Ineffective off-the-job methods

Figure 62 depicts that 38.1% (n=40) of the respondents stated that ineffective off-the-job training methods would have little influence on their decision to leave their South African organisations, while 35.2% (n=37) of the respondents stated that the item would have a significant influence. Thus, when the number of respondents who stated that ineffective off-the-job training methods would have a significant or highly significant influence on their decision to leave was combined, then 35.2% + 11.4% = 46.6%. Therefore, 46.6% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Thus, the type of training and development strategies South African organisations are currently using have an influence on their managerial-level professionals' intention to leave. The only item that did not have a significant influence on the managerial-level professionals' decision to leave, with 46.6%, was ineffective off-the-job training methods out of all the 8 items. However, the 3 top most influential items included the following: the lack of opportunities for development in their area of expertise with 84.9%, the lack of training and development opportunities with 71.4% and thirdly the lack of exposure to experts in their professions with 68.6%. The following section will outline the study findings on the level of influence job satisfaction has on managerial-level employees' intentions to leave their organisations.

4.4.7 To establish the level of influence job satisfaction has on managerial-level employees'
intention to leave their organisations

In order to further explore the level of influence job satisfaction has on managerial-level employees' intention to leave their organisations, the CFST included items respondents were required to rate as to how this factor influenced their decision to leave their organisations. The CFST Job satisfaction sub-component of the CFST scale consisted of 5 items, namely: 7 '*Job dissatisfaction';* 15 '*Lack of respect and fair treatment'*; 22 '*Co-workers who have a bad attitude about working in this organisation*'; 29 '*Co-workers who do not support each other*' and 36 '*Lack of team work and support'*. The findings in relation to each of these items will be outlined in Table 22 below:

Table 22: CFST Job satisfaction Total

	Mean	Median	Standard Deviation	Minimum	Maximum
CFST Job satisfaction Total	13.91	14.0000	2.86	6.00	20.00

Table 22 above depicts a mean score of 13.91, and given the minimum and maximum scores of 6.00 and 20.00 respectively, indicates that the majority of KZN managerial-level employees', intentions to leave their organisations are influenced by their level of job satisfaction.

The relative distributions of responses on each of the items of the FTL Job satisfaction will be shown in Figures 63, 64, 65, 66 and 67 below:

Figure 63: Job dissatisfaction
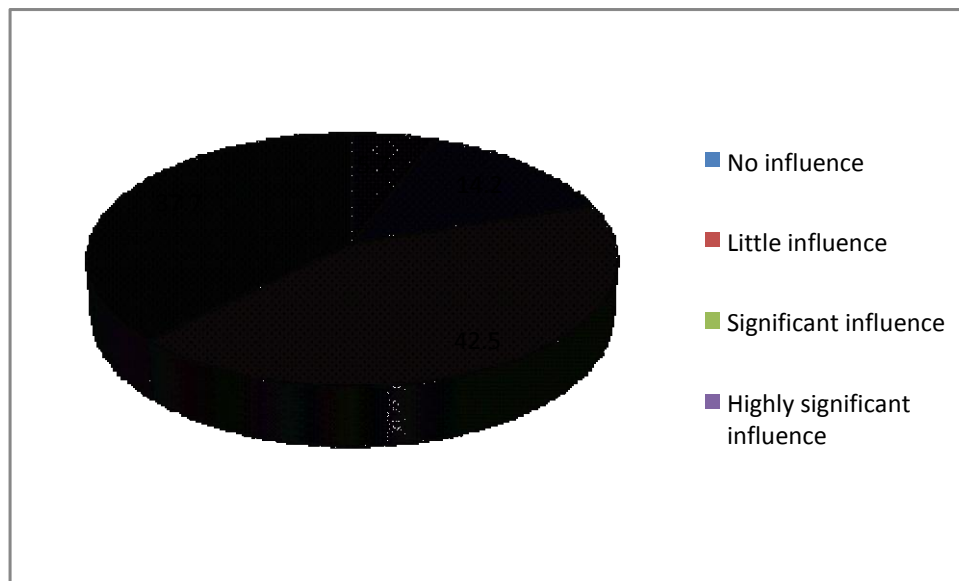
It is evident in Figure 63 results above, 42.5% (n=45) of the respondents stated that job dissatisfaction would have a significant influence on their decision to leave and 37.7% (n=40) stated that the item would have a highly significant influence on their decision to leave. Thus, when the number of respondents that stated that job dissatisfaction would have a significant or highly significant influence on their decision to leave was combined , then 42.5% + 37.7% = 80.2%. Therefore, 80.2% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 64: Lack of respect and fair treatment
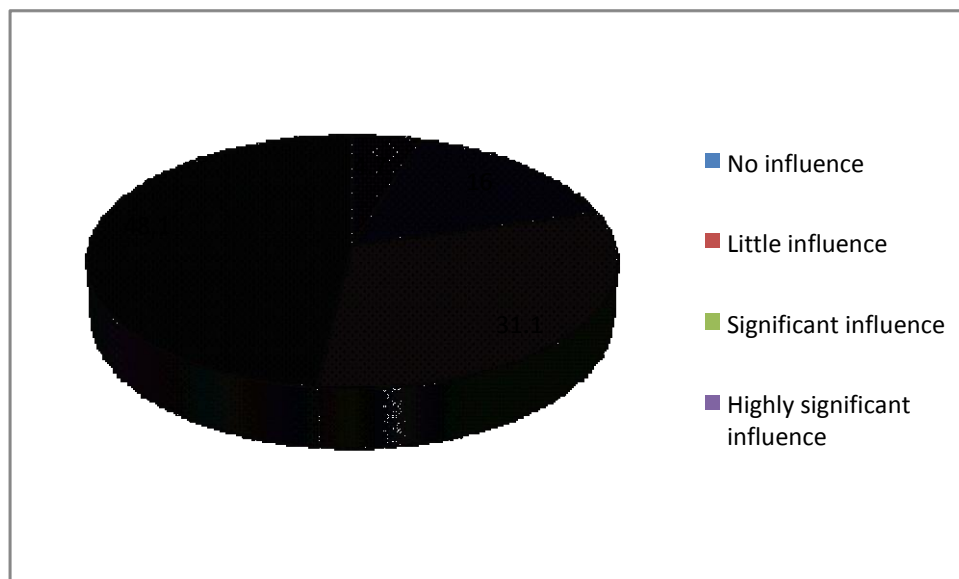
Based on the Figure 64 results above, 48.1% (n=51) of the respondents stated that the lack of

respect and fair treatment in their organisation would have a highly significant influence on their decision to leave their organisation and 31.1% (n=33) of the respondents stated the item would have a significant influence on their decision to leave. Thus, when the number of respondents that reported that the lack of respect and fair treatment in their organisation would have a significant or highly significant influence was combined, then 31.1% + 48.1% = 79.2%. Therefore, 79.2% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 65: Co-workers who have a bad attitude about working in this organisation
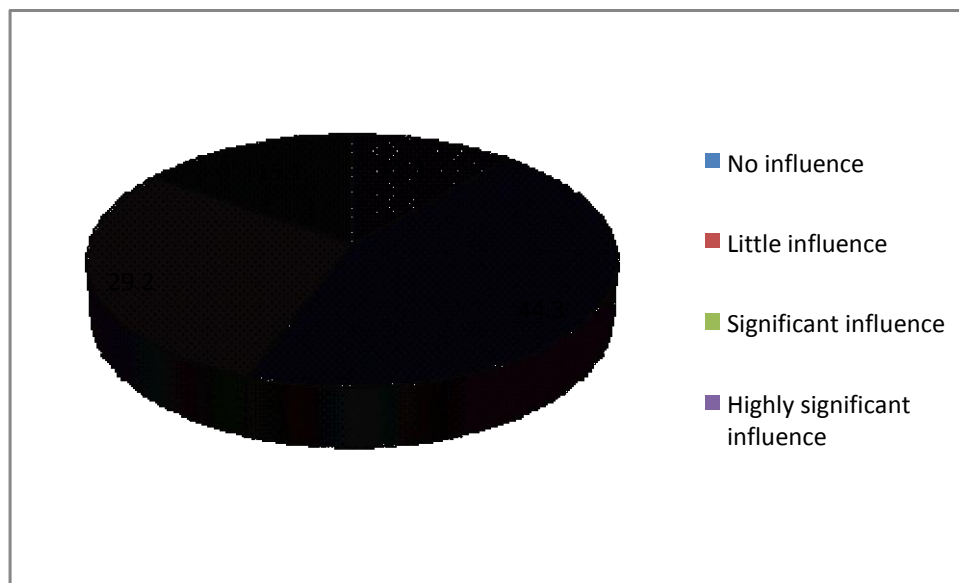
Figure 65 depicts that 44.3% (n=47) of the respondents' stated that co-workers who have a bad attitude about working in their organisations would have little influence on their decision to leave their KZN-based organisations, while 29.2% (n=31) of the respondents stated that the item would significantly influence their decision to leave. Therefore, when the number of respondents who stated that co-workers who have a bad attitude about working in their organisations would significantly or highly significantly influence their decision to leave their organisation was combined, then 29.2% + 15.1% = 44.3%. Therefore, 44.3% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 66: Co-workers who do not support each other
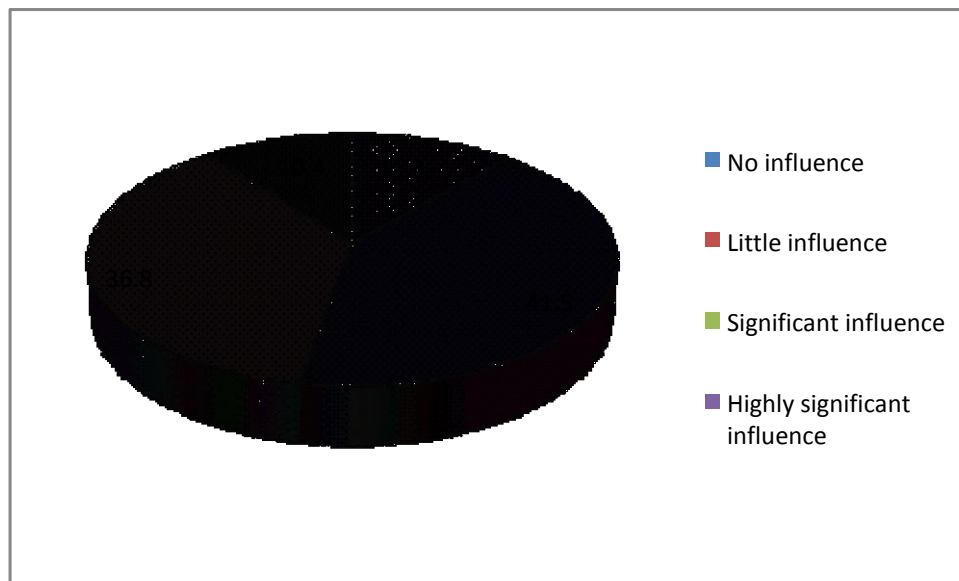
Figure 66 above depicts that 41.5% (n=44) of the respondents stated that working with co-workers who do not support each other would have little influence on their decision to leave their South African organisations, while 36.8% (n=39) of the respondents stated that the item would have a significant influence on their decision to leave their South African organisations. When the number of respondents that stated that working with co-workers who do not support each other would have a significant or highly significant influence on their decision to leave their organisations was combined, then 36.8% + 10.4% = 47.2%. Therefore, 47.2% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 67: Lack of team work and support
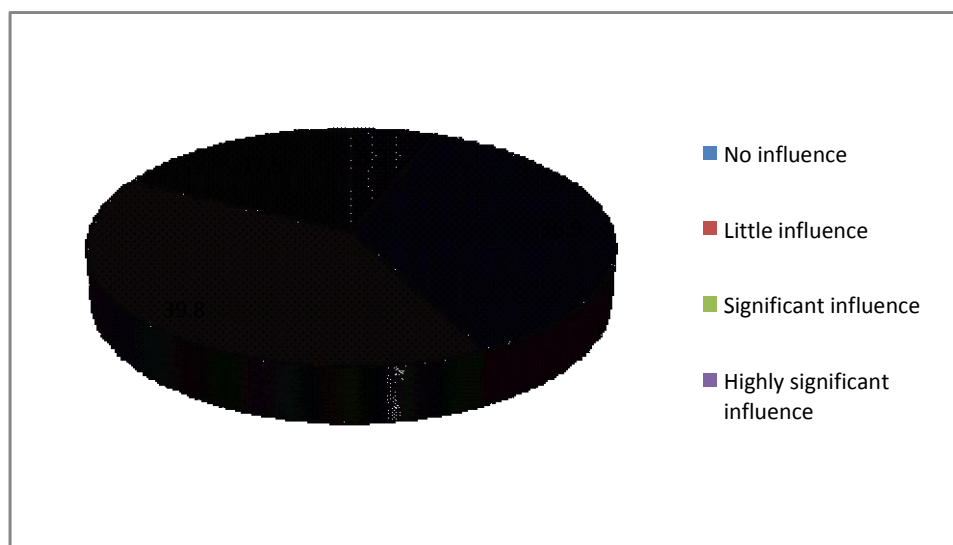
Figure 67 depicts that 39.8% (n=41) of the respondents' decision to leave their organisations would be significantly influenced by a lack of teamwork and support. However, 36.9% (n=38) of the respondents stated that the item would have little influence on their decision to leave their KZN-based organisations. When the number of respondents that reported that the lack of teamwork and support would have a significant or highly significant influence on their decision to leave was combined, then 39.8% + 17.5% = 57.3%. Therefore, 57.3% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Thus, it was concluded that the managerial-level employees were not significantly influenced in their decision to leave by co-workers with a bad attitude as it had a total score of 44.3%, and co-workers who do not support each other which had a total score of 47.2%. The 3 items that have the most significant or highly significant influence were job dissatisfaction with 80.2%, lack of fair treatment with 79.2% and thirdly lack of team and support with a total score of 57.3%. The study findings related to the level of influence of having an MBA on managerial-level employees' intention to leave their organisation will be presented in the following section.

4.4.8 To determine the influence of having an MBA on managerial-level employees' intention to leave their organisation

In order to further explore the influence of having an MBA qualification on managerial-level employees' intentions to leave their organisations, respondents were asked to rate how this factor influences their decision to leave in the CFST scale. The CFST Completion of post-graduate qualification sub-component of the CFST scale consisted of 1 item, namely: 8 '*Completion of your MBA degree'*. The findings in relation to each of these items will be outlined in Table 23 below:

Table 23: CFST Completion of Post-Graduate Qualification Total

	Mean	Median	Standard Deviation	Minimum	Maximum
CFST Completion of your MBA degree Total	2.72	3.0000	.99	1.00	4.00

Based on the finding in Table 23 above, the majority of the managerial-level employees' intentions to leave their KZN-based organisations are influenced by their completion of their

MBA qualification. The mean score was 2.72 which was high, with the minimum score being 1.00 and maximum score 4.00.

The relative distributions of responses on each of the items of the FTL Completion of MBA qualification will be presented in Figure 68 below:

Figure 68: Completion of your MBA degree
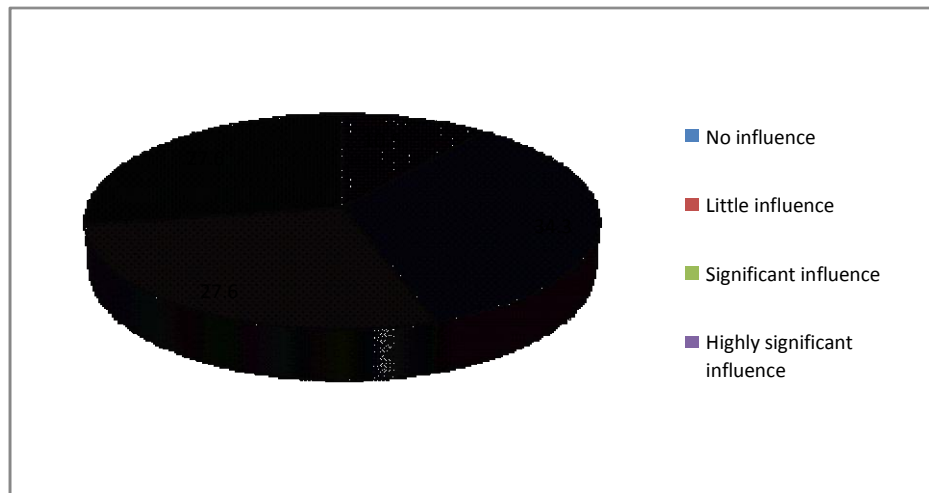
Figure 68 above shows that 34.3% of the respondents stated that the completion of their post-graduate qualification (MBA) would have little influence on their decision to leave their organisations, while 27.6% of the respondents stated that the item would have a significant influence on their decision to leave. Thus, when the number of respondents who reported that the completion of their post-graduate qualification (MBA) would have a significant or highly significant influence on their decision to leave was combined, then 27.6% + 27.6% = 55.2%. Therefore, 55.2% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

It was concluded that the managerial-level employees are significantly influenced in their decision to leave by the completion of their post-graduate qualification (MBA) in their consideration to leave their current KZN-based organisations as the item had a total score of 55.2%. The study findings on the level of intention KZN managerial-level employees have towards working in countries other than South Africa and working in regions other than KZN and factors influencing this will be outlined in the next section.

4.4.9 To determine the level of intention KZN managerial-level employees have towards working in countries other than South Africa and working in regions other than KZN and factors influencing this

In order to further explore the level of intention KZN managerial-level employees have towards working in countries other than South Africa and working in regions other than KZN and factors influencing this, the respondents were asked to rate how this factor influences their decision to leave in the CFST scale. The CFST Countries sub-component of the CFST scale consisted of 7 items, namely: 14 '*Lower remuneration levels in KZN than offered by organisations in other countries*'; 28 '*A job offer in another country other than South Africa*'; 35 '*Higher living standards in countries other than South Africa*'; 42 '*Lack of restrictive legislation such as affirmative action in other countries*'; 47 '*Better job security in other countries*'; 52 '*High costs of living in South Africa*' and 55 '*High crime rates in South Africa*'. The CFST Provinces sub-component consisted of 2 items, namely: 6 '*Lower remuneration levels in KZN than offered by organisations in other provinces in South Africa*' and 21 '*A job offer in another province other than KZN*'. The findings in relation to each of these items were outlined in the following Figures 69, 70, 71, 72, 73, 74, 75, 76, 77 and Table 24. The descriptive statistics of the CFST sub-components will be presented below:

Table 24: CFST Provinces and Countries Total

	Mean	Median	Standard Deviation	Minimum	Maximum
CFST Countries	16.96	16.5000	5.20	2.00	28.00
CFST Provinces	5.09	5.0000	1.84	2.00	8.00

Based on the study findings depicted in Table 24 it can be seen that the majority of KZN managerial-level employees have high intentions to leave their current South African organisations to go and work in other countries other than South Africa. The CFST countries mean score was 16.96, which was high, with the minimum score being 2.00 and the maximum score 28.00. Table 23 also depicts that the mean score of 5.09 for CFST Provinces, given the minimum and maximum scores of 2.00 and 8.00 respectively, indicates that the majority of the managerial-level employees have high intentions of leaving their organisations to go and work in other provinces other than KZN.

The relative distributions of responses on each of the items of the CFST provinces and countries will be presented in Figures 69, 70, 71, 72, 73, 74, 75, 76 and 77.

137

Figure 69: Lower remuneration levels in KZN than offered by organisations in other countries
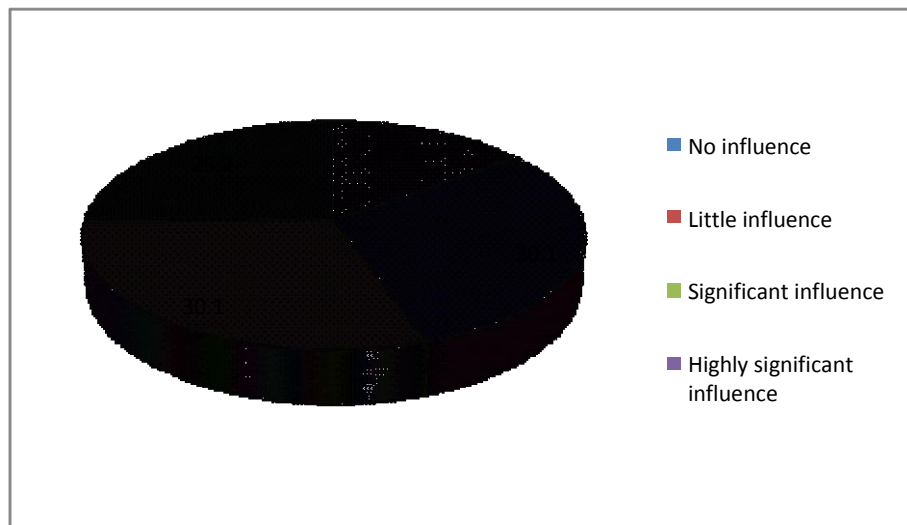
Figure 69 above, depicts that 30.1% (n=31) of the respondents stated that lower remuneration levels in KZN than offered by organisations in other countries would have little influence on their decision to leave while 30.1% (n=31) stated that the item would have a significant influence on their decision to leave. Thus, when the number of respondents who stated that lower remuneration levels in KZN than offered by organisations in other countries would have a significant or highly significant influence on their decision to leave was combined, then 30.1% + 25.2% = 55.3%. Therefore, 55.3% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 70: A job offer in another country other than South Africa
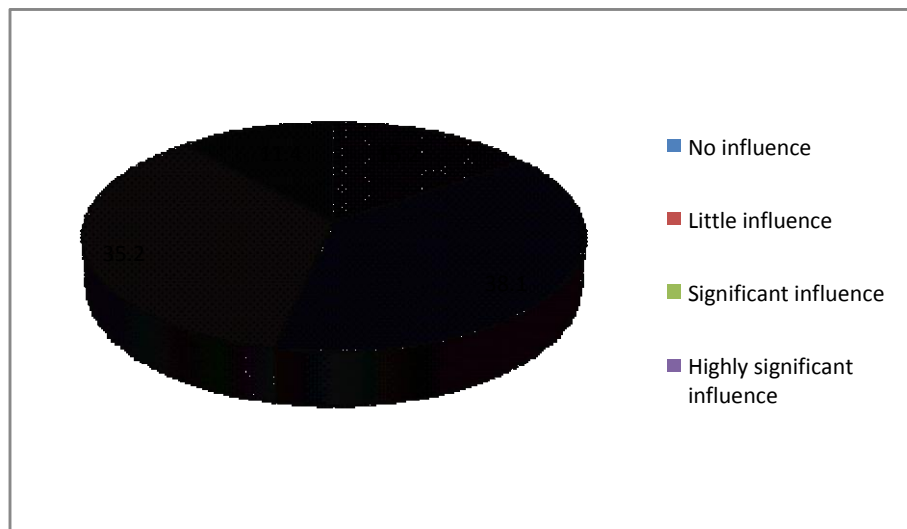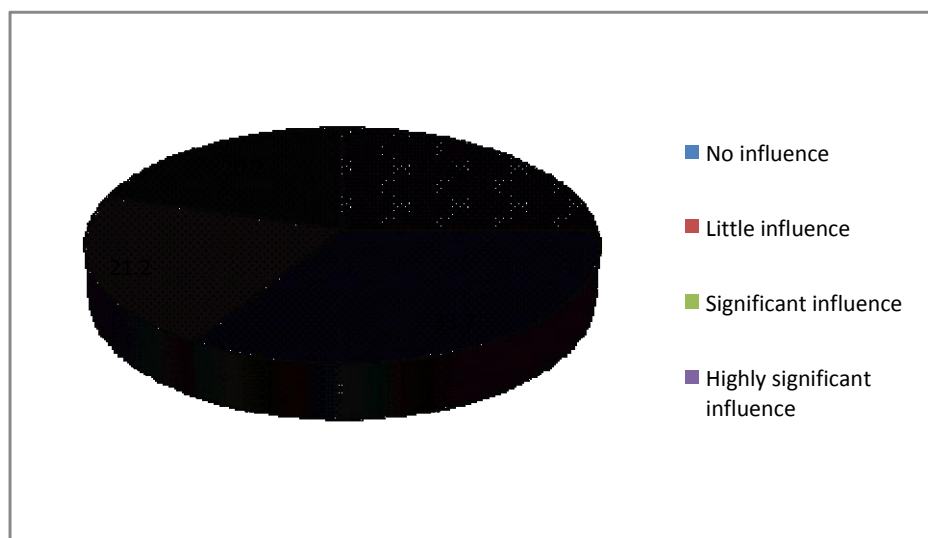

Figure 70 depicts that 33.7% (n= 35) of the respondents stated that a job offer in another

country other than South Africa would have little influence on their decision to leave while 21.2% (n=22) of the respondents stated that the item would have a significant influence. Therefore, when the number of respondents that stated that a job offer in another country other than South Africa would have a significant or highly significant influence on their decision to leave was combined, then 21.2% + 20.2% = 41.4%. Therefore, 41.4% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 71: Higher living standards in countries other than South Africa
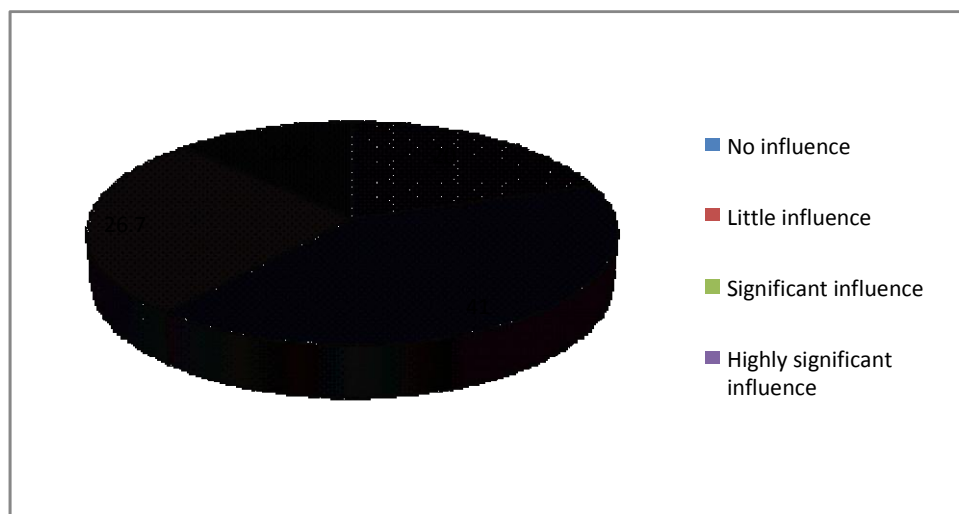
Based on the study findings in Figure 71 above, 41% (n=43) of the respondents stated that higher living standards in countries other than South Africa would have little influence on their decision to leave their KZN-based organisations and 26.7% (n=28) of the respondents stated the item would have a significant influence on their decision to leave their organisation. When the number of respondents that reported that higher living standards in countries other than South Africa would have a significant or highly significant influence on their decision to leave was combined, then 26.7% + 12.4% = 39.1%. Therefore, 39.1% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 72: Lack of restrictive legislation such as affirmative action in other countries
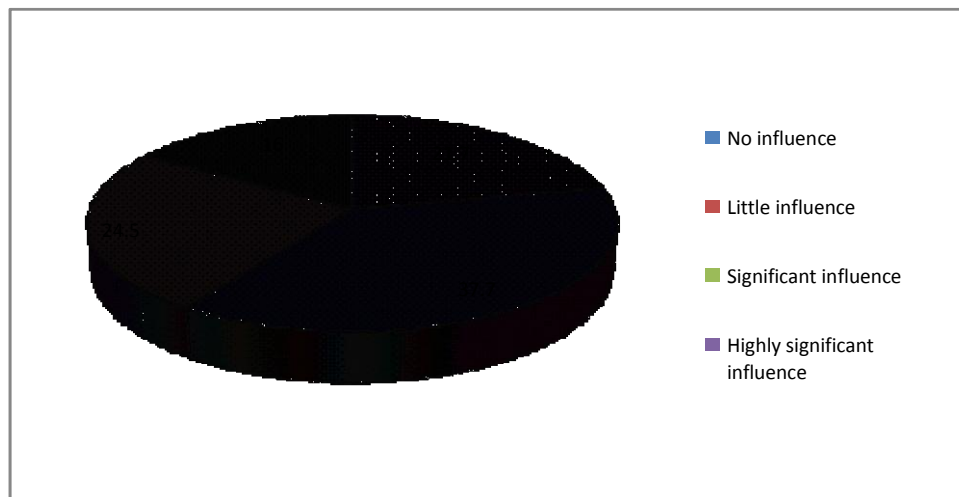
Figure 72 study findings above, depict that 37.7% (n=40) of the respondents stated that the lack of legislation such as affirmative action in other countries would have little influence on their decision to leave their current organisations, although 24.5% (n=26) of the respondents stated that the item would have a significant influence on their decision to leave. Therefore, when the number of respondents that stated that the lack of legislation such as affirmative action in other countries would have a significant or highly significant influence on their decision to leave, then 24.5% + 16% = 40.5%. Therefore, 40.5% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 73: Better job security in other countries
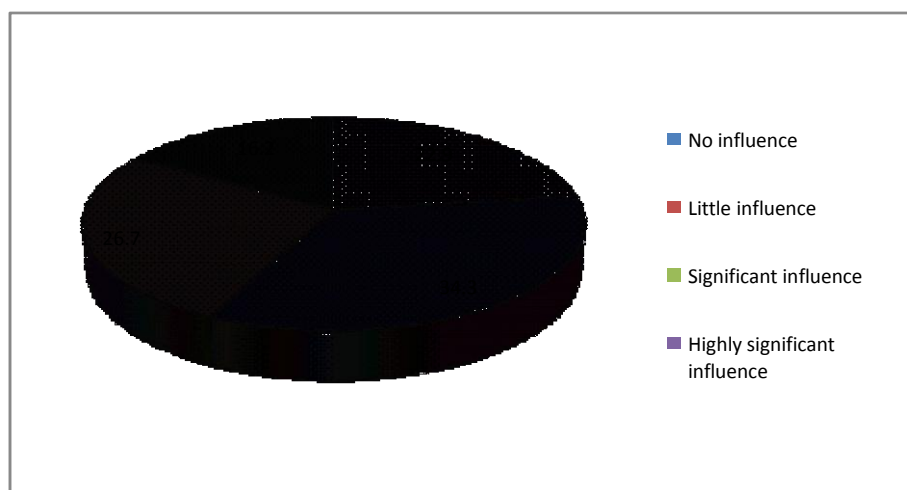
Figure 73 depicts that 34.3% (n=36) of the respondents stated that better job security in other countries would have little influence on their decision to leave their organisations while

26.7% (n=28) of the respondents stated that the item would have a significant influence on their decision to leave. Thus, when the number of respondents that stated that better job security in other countries would have a significant or highly significant influence on their decision to leave their organisation was combined, then 25.7% + 16.2% = 41.9%. Therefore, 41.9% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 74: High costs of living in South Africa
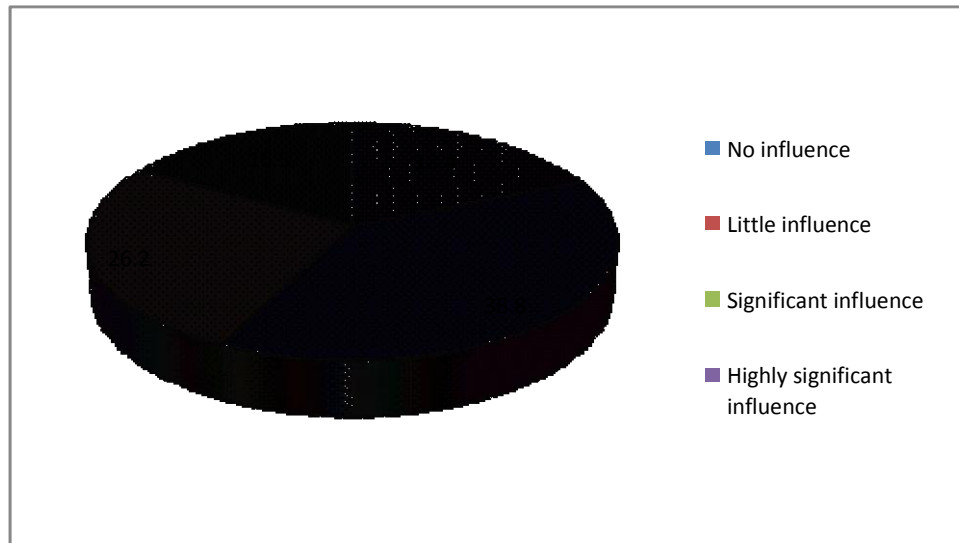
Study findings in Figure 74 above, depict that 38.8% (n=40) of the respondents stated that high costs of living in South Africa would have little influence on their decision to leave their KZN-based organisations. However, 26.2% (n=27) of the respondents stated that the item would have a significant influence on their decision to leave. Therefore, when the number of respondents that reported that high costs of living in South Africa would have a significant or highly significant influence on their decision to leave was combined, then 26.2% + 16.5% = 42.7%. Therefore, 42.7% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 75: High crime rates in South Africa
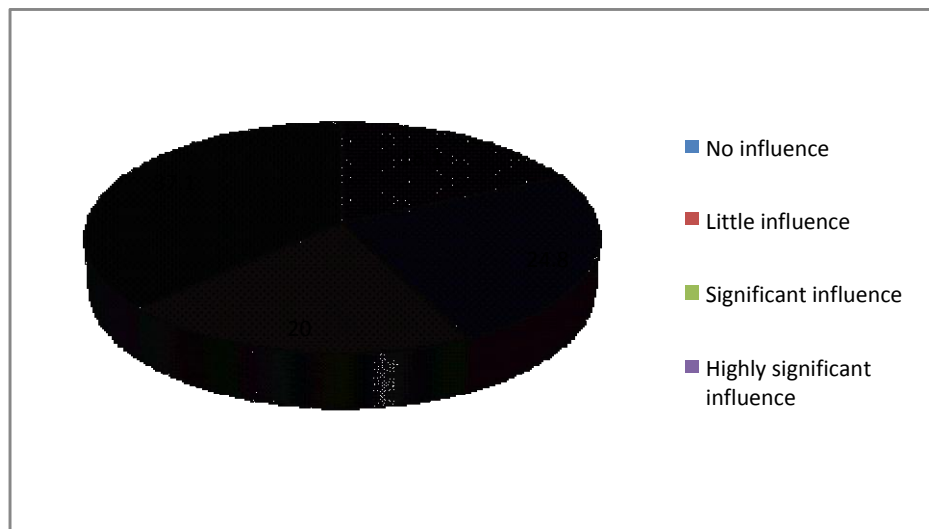
Figure 75 depicts that 37.1% (n=39) of the respondents' stated that high crime rates in South Africa would highly influence their decision to leave their organisations while 24.8% (n=26) of the respondents stated that they would be little influenced by the item. Thus, when the number of respondents that reported that high crime rates in South Africa would have a significant or highly significant influence on their decision to leave was combined, then 20% + 37.1% = 57.1%. Therefore, 57.1% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 76: Lower remuneration levels in KZN than offered by organisations in other provinces in South Africa
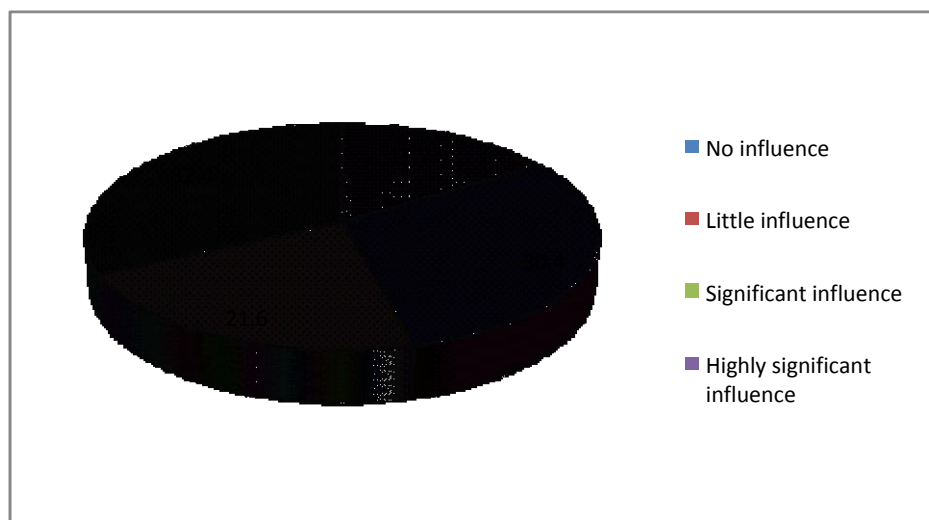
Figure 76 above depicts that 32.4% (n=33) of the respondents stated that lower remuneration levels in KZN than offered by organisations in other provinces would have a highly significant influence on their decision to leave their organisations; conversely, 30.4% (n=31)

of the respondents stated that the item would have little influence on their decision to leave their organisations. Thus, when the number of respondents that reported that lower remuneration levels in KZN than offered by organisations in other provinces would have a significant or highly significant influence on their decision to leave was combined, then 21.6% + 32.4% = 54%. Therefore, 54% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Figure 77: A job offer in another province other than KZN
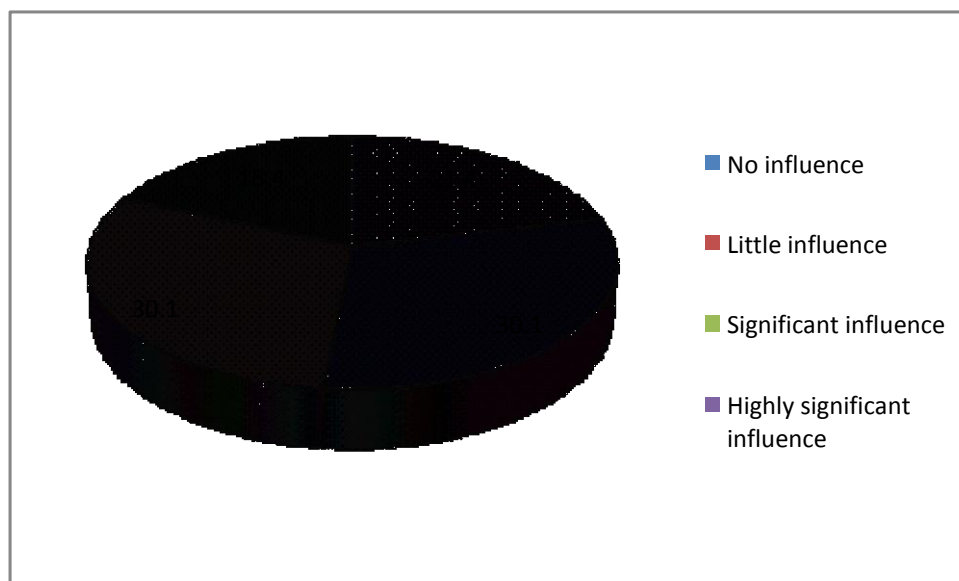
The study findings in Figure 77 above, depict that 30.1% (n=31) of the respondents stated that a job offer in another province other than KZN would have little influence on their decision to leave their KZN-based organisations while 30.1% (n=31) of the respondents stated that the item would have a significant influence on their decision to leave their organisations. Thus, when the number of respondents that stated that a job offer in another province other than KZN would have a significant or highly significant influence on their decision to leave was combined, then 30.1% + 18.4% = 48.5%. Therefore, 48.5% of the respondents indicated that this factor would have a strong influence on their consideration to leave their organisations.

Thus, it was concluded that the managerial-level employees are not influenced in their decision to leave their current organisations by higher living standards in countries other than South Africa which had a score of 39.1%, the lack of restrictive legislation such affirmative action which had a total score of 40.5%, a job offer in another country which had a total score of 41.4%, better job security which had a total score of 41.9%, high costs of living with a total score of 42.7% and a job offer in another country with a total score of 48.5%. The 3 most influential items on the managerial-level employees' decisions to leave included the

following: high crime rates with 57.1%, lower remuneration levels in KZN than offered by organisations in other provinces in South Africa with a total score of 55.3% and thirdly lower remuneration levels in KZN than offered by organisations in other countries with 54%. In the study, the researcher also explored the factors unique to living and working in KZN influencing managerial-level employees' intention to leave their organisations and these will be discussed in the following section.

4.4.10 To investigate the factors unique to living and working in KZN influencing managerial-level employees' intention to leave their organisations

In order to further explore the factors unique to living and working in KZN influencing managerial-level employees' intention to leave their organisations, respondents were asked the following open-ended question: *"Are there any factors unique to working in KZN that would influence your decision to leave your KZN-based organisation? If yes, please list them".* The frequencies of responses will be shown in Table 25 below:

Table 25: Factors unique to working in KZN

FACTOR	FREQUENCY
Better opportunities for growth and development in other provinces	10
Better remuneration in other provinces	6
Slow economic growth of KZN	5
Poor Climate conditions	4
Family reasons	4
Work pressures are not as demanding	3
Migrating back to hometown	3
Racial inequality	2
Crime levels are high	2
Lifestyle	2
Lack of organisational management structure in KZN	1
Lack of equity at the workplace	1

Provision of relocation allowance	1
Poor management style	1
Cultural differences	1

According to the results depicted in Table 25 study findings above, the most frequent factor that would influence the managerial-level employees' intention to leave their KZN-based organisations was better opportunities for growth and development in other provinces which had a frequency of 10. Another factor that was stated by the respondents was better remuneration in other provinces which had a frequency of 6. Poor climate conditions and family reasons were some of the factors stated by the managerial-level employees that would influence their intention to leave their organisations, which had a frequency of 4.

Further analyses of the research study findings were conducted and this will be discussed in the following section.

4.5 FURTHER ANALYSES

A number of additional analyses were undertaken in order to gain even greater insight into data collected, as they pertain to the objectives of the study. This section presents the findings from these additional analyses and includes the following six focus areas:

- Ranking of the CFST component mean scores for the total sample
- Description of the responses to open-ended questions
- Relationships between research variables
- Exploration of differences in demographics in research variables
- Description of the findings related to the sub-sample of respondents identified as having a strong intention to leave
- Description of the findings related to the sub-sample of respondents identified as having a strong propensity to leave

4.5.1 Rankings of the Total CFST Sub-components

In the research study, the ranking of the CFST sub-components by the means was conducted in order to determine the influence of these sub-components of the CFST scale on respondents' consideration to leave their organisations. The 9 sub-components of the CFST have therefore been ranked in descending order and this order showed the level of influence

they all have in the CFST. The means were calculated by dividing the total mean with the number of items in the sub-component. For instance, Work/life was 20.58 and the sub-component had 8 items (20.58 /8 = 2.57). These will be presented in Table 26 below:

Table 26: Ranking of the 9 sub-components of the CFST Total

Sub-component rankings	Mean
CFST Career paths	2.97
CFST Management style	2.94
CFST Rewards	2.90
CFST Job satisfaction	2.78
CFST T & D	2.76
CFST MBA	2.72
CFST Work/life	2.57
CFST Provinces	2.55
CFST Countries	2.42

From the above table, it can be clearly seen that the three CFST sub-components that have the most influence on the managerial-level employees' decision to leave were aspects of the CFST related to Career path, Management Style and Rewards. Aspects of CFST related to Job satisfaction and Training and development followed the above three components.

4.5.2 Responses to open-ended questions

In order to further explore the different factors that would influence this total sample of managerial-level employees to leave their South African organisations, the respondents were asked the following open-ended question: *"What 5 things would influence your decision to leave your current organisation?"* The findings will be presented in Table 27. The frequencies in this table indicate the number of respondents who listed a particular issue as one of their five factors.

Table 27: The 5 factors that influence your decision to leave

FACTOR	FREQUENCY
Poor remuneration	72
Lack of career progression	33
Poor management	26
Better job and position offer	24
Poor working conditions	20
Job dissatisfaction	20
Lack of work recognition	18
Starting my own business	17
Lack of better fringe benefits	13
Lack of job challenge	11
Organisational politics	9
Need to change and explore other fields or sectors	9
Increased workload at work and procedures	9
Constant monitoring of work and procedures	8
Lack of training and development	7
Distance to travel to work	6
Family attention	6
Lack of equity/fairness at the workplace	6
Lack of job security	5
Lack of support by senior management	5
Racism	4
Bureaucracy	4
Winning the lottery	3
Opportunity to work overseas	3
Organisational restructuring	2
Industry downturn	2

Lack of job enrichment	1
Relocation to another province	1
Lack of motivation	1
Lack of diversity	1
Retirement	1
Achievement of MBA degree	1

According to the results depicted in Table 27 above, 'poor remuneration' had the highest frequency of 72 as the majority of the managerial-level employees stated it as a factor that would influence their intentions to leave their organisations; 'lack of career progression' had a frequency of 33. 'Poor management' had the third highest frequency of 26. 'Better job and position offer' had a frequency of 24. 'Poor working conditions' and 'job dissatisfaction' had a frequency of 20 as factors that would influence managerial-level employees' to leave their organisation.

In order to further explore other factors that may influence intentions to leave other than the above-mentioned responses, the respondents were asked the following open-ended question: *"Please add anything that you believe would have a significant influence on your decision to leave your organisation which you feel has not been covered in the questionnaire".* The frequencies of responses of the question will be presented in descending order in Table 28 below:

Table 28: Additional factors that influence your decision to leave

FACTOR	FREQUENCY
Opportunity to start your own business	5
Employment offer in another sector after completing MBA degree	3
Lack of promotion if you are not African	2
Lack of trust	2
Organisation is closing down	1
Lack of honesty and openness	1
Lottery win	1
Organisational politics	1
Negative attitude from co-workers	1
Lack of equity in the organisation	1
Desire to achieve personal goals	1
Lack of recognition of MBA qualification by the organisation	1

It is evident in Table 28 above, that the additional factor that has a significant influence on managerial-level employees' decision to leave and had the highest frequency of 5 was 'opportunity to start own business'. The second highest frequency of 3 was for 'employment offer in another sector after completing their MBA degree'. 'Lack of trust' had a frequency of 2 and 'lack of promotion if you are not African' had a frequency of 2.

Pearson product-moment correlations were calculated in order to explore the statistical relationship between variables and these will be discussed in the next section.

4.5.3 Relationships between research variables

Pearson product-moment correlations were computed in order to further explore the relationships between the research variables, namely intention to leave, propensity to leave and the CFST and its sub-components. Relationships amongst the sub-component scales were calculated using the Pearson product-moment correlations. "A correlation of +1 indicates that the two sets of variables are perfectly correlated in a positive direction that is, if a variable

increases, the other corresponding variable will increase by exactly the same amount" (Coldwell and Herbst, 2004:107). The study findings of the correlations of the sub-components will be discussed in Table 29 below:

Table 29: Correlations between research variables (N=106)

		Total ITL	Total PTL	Total CFST	CFST Rewards	CFST Mgt style	CFST Career paths	CFST T& D	CFST Work/life	CFST Countries	CFST Provinces	CFST Jobsat	CFST MBA
Total ITL	Pearson Correlation	1	.530(**)	.116	.091	.172	.271(**)	.039	-.031	.032	.110	.063	.069
	Sig. (2-tailed)		.000	.238	.352	.079	.005	.694	.755	.748	.268	.520	.484
Total PTL	Pearson Correlation	.530(**)	1	.173	.051	.136	.234(*)	.088	.135	.155	.115	.144	.114
	Sig. (2-tailed)	.000		.077	.603	.163	.016	.369	.166	.112	.243	.142	.248

** Correlation is significant at the 0.01 level (2-tailed).
* Correlation is significant at the 0.05 level (2-tailed).

As depicted in Table 29 above, significant relationships exist amongst the following variables:

- Total ITL and:

  Total PTL (r = .530; p<0.01) and

  CFST Career paths (r = .271; p<0.01)

- Total PTL and:

  CFST Career paths (r =.234; p<0.05)

Thus, the managerial-level employees' intentions to leave their KZN-based organisations are statistically significantly associated with the current career-path strategies being used by their current organisations and this is shown by the significant relationships this component of the CFST has with the Total ITL and Total PTL. The complete correlation table of all the CFST sub-components is included in Appendix M.

In the study findings, the differences in demographic research variables were conducted and these will be discussed in the following section.

4.5.4 Demographic differences in the research variables

In order to explore whether the findings on the key research variables (namely, ITL, PTL, CFST and its sub-components) differed due to the demographic factors, a number of analyses were undertaken. As an initial step, the researcher needed to test if the data came from a Normal distribution or not. This was done using the Kolmogorov Smirnov test. In the study, it was found that the raw scores needed non-parametric techniques but the combined variables

needed parametric techniques (See Appendix D). However, for the variables that are shaded it was concluded that these variables come from a Normal distribution and the researcher used parametric techniques such as ANOVA on these variables (See Appendix D). Parametric tests, such as the independent sample t-tests, were conducted to check for differences between the mean scores of the males and females with respect to intention to leave, propensity to leave and the CFST factors that would influence them leaving their organisations since this demographic variable had only two categories. ANOVA was used to test the difference between the mean scores with respect to demographic variable that had more than two categories such as the marital status. A summary of the findings relating to these tests for differences were presented in Table 30. The variables for which statistically significant differences were found were indicated by an 'X'. The complete table of statistics related to these analyses will be found in Appendix D.

Table 30: Sample Demographic Differences

Research Instrument	Age	Gender	Marital Status	Home Language	Number of Dependents	Highest Level of Education	Year of MBA	Job Title	Length of Service	Number of Employees	Orgn's Sector
ITL Total											
PTL Total											
CFST Total			×								
CFST Reward			×								
CFST Mgt Style			×								
CFST Career path			×								
CFST T&D			×								
CFST Work/life											
CFST Countries			×	×							
CFST Provinces			×								
CFST Job Satisfaction			×								
CFST MBA										×	

Differences were noted in all the items that had p-values less than 0.05. Table 30 depicts that there was a difference between the number of employees and CFST MBA since (f=2.631; p=.021). A multiple comparisons test was conducted to check for differences (See Appendix C). There was also a difference between the home language and CFST Countries since (f=2.277; p=.019) (See Appendix H). Table 30 depicts that there were differences between the marital status group with respect to the following:

- Total CFST (f=7.790; p=.001),
- CFST Rewards (f=7.892; p=.001),
- CFST Management style (f=5.965; p=.004),

151

- CFST Career paths (f=8.546; p=.000),
- CFST T&D (f=4.020; p=.021),
- CFST Job satisfaction (f=6.402; p=.002).

In order to find out exactly where these differences existed, the researcher carried out the least significant differences (LSD) multiple comparisons test and further explored the differences on Total CFST and the CFST Rewards, CFST Management style, CFST Career paths, CFST T&D and CFST Job satisfaction where significant differences existed with marital status. The results will be presented in Table 31 below:

Table 31: Marital Status Influence on 6 CFST Items

Marital status		Total CFST	CFST Rewards	CFST Mgt Style	CFST Career paths	CFST T&D	CFST Jobsat
Married	Mean	157.47	29.76	27.16	18.26	22.38	14.31
	Minimum	110.00	20.00	15.00	12.00	13.00	8.00
	Maximum	222.00	40.00	36.00	24.00	32.00	20.00
Single	Mean	150.53	28.17	25.44	17.17	21.50	13.19
	Minimum	95.00	15.00	10.00	7.00	10.00	6.00
	Maximum	201.00	39.00	34.00	24.00	30.00	20.00
Divorced	Mean	65.00	11.00	10.00	6.00	9.00	6.00
	Minimum	65.00	11.00	10.00	6.00	9.00	6.00
	Maximum	65.00	11.00	10.00	6.00	9.00	6.00
Total	Mean	154.21	29.04	26.41	17.77	21.95	13.85
	Minimum	65.00	11.00	10.00	6.00	9.00	6.00
	Maximum	222.00	40.00	36.00	24.00	32.00	20.00

According to the results depicted in Table 31, the married Total CFST mean score was 157.47 which was low, with the minimum score being 110.00 and maximum score 222.00. This indicates that the Total CFST does not have a strong influence on the married managerial-level employees' decision to leave. The single Total CFST mean was 150.53 which was high, with the minimum score being 95.00 and maximum score 201.00. This indicates that the single managerial-level employees' are influenced in their decision to leave by the Total CFST. Table 31 depicts that the divorced mean score was 65.00 which was high, with the minimum score being 65.00 and maximum score 65.00. This indicates that divorced managerial-level employees were influenced by the Total CFST in their decision to leave their current organisation.

Table 31 also depicts that the married CFST Rewards mean score was 29.76 which was low, with a minimum score of 20.00 and maximum score being 40.00. The results show that married managerial-level employees would not be influenced in their decision to leave their current organisations by CFST Rewards. The single CFST Rewards mean score was 28.17 which was high, with the minimum score being 15.00 and maximum score 39.00. The results

show that single managerial-level employees would be influenced in their decision to leave their KZN-based organisations by CFST Rewards. The study findings in Table 31 depict that , the divorced CFST Rewards mean score was 11.00 which was high, with the minimum score being 11.00 and the maximum score 11.00. The results show that the divorced managerial-level employees would be influenced in their decision to leave their current organisations by CFST Rewards.

Study findings in Table 31 depicted that the married CFST Management Style mean score was 27.16 which was high, with the minimum score being 15.00 and maximum score 36.00. The results indicate that married managerial-level employees would be influenced in their decision to leave their current organisations by CFST Management style. The single CFST Management Style mean score was 25.44 which was high, with the minimum score being 10.00 and the maximum 34.00. This indicates that the single managerial-level employees would be influenced in their decision to leave their current organisation by CFST Management Style. The divorced CFST Management Style mean score was 10.00 which was high, with the minimum score 10.00 and the maximum score being 10.00. This indicates that the divorced managerial-level employees would be influenced in their decision to leave by CFST Management style.

Table 31 depicts that the married CFST Career path mean score was 18.26 which was high, with the minimum score being 12.00 and the maximum score being 24.00. The mean score results show that married managerial-level employees would be influenced in their decision to leave their current organisations by CFST Career path. The single CFST Career path mean score was 17.17 which was high, with the minimum score 7.00 and maximum score being 24.00. The results show that single managerial-level employees would be influenced in their decision to leave by CFST Career path. According to the results depicted in Table 31, the divorced CFST Career path mean score was 6.00 which was high, with the minimum score being 6.00 and the maximum score being 6.00. The results show that the divorced managerial-level employees would be influenced in their decision to leave by CFST Career-path strategies.

It is evident in Table 31 that the married CFST T&D mean score was 22.38 which was low, whilst the minimum score was 13.00 and the maximum score being 32.00. The results show that married managerial-level employees are not influenced in their decision to leave their current organisations by CFST T&D. The single CFST T&D mean score was 21.50 which was high, with the minimum score being 10.00 whilst the maximum score was 30.00. This indicates that the single managerial-level employees would be influenced by T&D on their

decision to leave their KZN-based organisations. The divorced CFST T&D mean score was 9.00 which was high, with the minimum score being 9.00, whilst the maximum score was 9.00. The results show that divorced managerial-level employees would be influenced by T&D in their decision to leave their KZN-based organisations.

Table 31 depicts that the married CFST Job satisfaction mean score was 14.31 which was high, with the minimum score being 8.00, whilst the maximum score was 20.00. The results show that the married managerial-level employees would be influenced in their decision to leave by CFST Job Satisfaction. The single CFST Job Satisfaction mean score was 13.19 which was high, as the minimum score was 6.00 and the maximum score was 20.00. This indicates that the single managerial-level employees would be influenced in their decision to leave by CFST Job Satisfaction. The divorced CFST mean score was 6.00 which was high, as the minimum score was 6.00, whilst the maximum score was 6.00. This indicates that the divorced managerial-level employees would be influenced in their decision to leave their KZN-based organisations by CFST Job Satisfaction.

4.5.5 Sub-sample with strong propensity to leave their organisation

The overall objective of this study was to explore the factors that influence managerial-level employees' considerations to leave their KZN-based organisations. All the analyses to this point have been computed on the total sample of respondents. This total sample was found to include respondents with varying levels of intentions to leave their organisations as measured by the ITL and PTL. In order to gain greater insight into the factors that have an influence on respondents who indicated a high intention to leave their organisations (as indicated by the PTL and ITL scales), further analyses were conducted on this specific sub-sample. The results of these analyses were outlined, firstly focusing on the PTL scores and then the sub-sample determined by the ITL score. Respondents who had a PTL total score of 4 or less than 4 (respondents who scored a 1 on the PTL 1 item, respondents who scored 1 or 2 on the PTL 2 item and respondents who scored a 1 on PTL 3 item) were therefore selected as a sub-sample as they have a strong propensity to leave their current organisations. Given these criteria, a total number of 16 respondents were found to have a Total PTL score indicating a strong propensity to leave their current employers. Focusing on this specific sub-sample, CFST sub-components descriptive statistics in the form of frequencies were computed; mean rankings of the 9 CFST sub-components were calculated. The CFST sub-component descriptive statistics will be presented in Table 32.

Table 32: Descriptive statistics of the sub-sample with a strong propensity to leave their organisations (N=16)

	Mean	Median	Mode	Std. Deviation	Variance	Range	Minimum	Maximum
Total PTL	2.63	3.0000	3.00	.50	.25	1.00	2.00	3.00
Total CFST	149.25	143.0000	127.00	20.33	413.13	68.00	127.00	195.00
CFST Rewards	29.00	29.5000	30.00	3.52	12.40	14.00	21.00	35.00
CFST Mgt style	26.19	26.0000	25.00	3.97	15.76	15.00	19.00	34.00
CFST Career paths	17.00	16.5000	16.00	2.76	7.60	10.00	12.00	22.00
CFST T & D	22.06	20.5000	19.00	5.26	27.66	16.00	14.00	30.00
CFST Work/life	19.69	19.0000	18.00	4.47	19.96	16.00	11.00	27.00
CFST Countries	15.31	13.5000	12.00	5.45	29.70	21.00	7.00	28.00
CFST Provinces	4.06	3.5000	3.00	1.73	3.00	5.00	2.00	7.00
CFST Jobsat	13.63	14.0000	14.00	2.09	4.38	9.00	9.00	18.00
CFST MBA	2.31	2.0000	2.00	.79	.629	3.00	1.00	4.00
Total leave score	8.94	7.0000	7.00	3.84	14.73	11.00	5.00	16.00

Table 32 depicts descriptive statistics of the sub-sample that had a low PTL score (indicating a high propensity to leave their employer) and the CFST 9 sub-components. In order to determine whether a mean score was high or low, if it was below the average score it was considered low and if it was above the average mean score it was considered high. According to the results depicted in Table 32, the CFST Rewards mean score was 29.00 with a minimum score of 21.00, whilst the maximum score was 35.00. The results show that KZN managerial-level employees are influenced to continue to work for their current organisations by both intrinsic and extrinsic rewards. CFST Management/leadership style mean score was 26.19 which was high, and depicts that the sub-sample managerial-level employees that are not likely to return to their KZN organisations if they had to leave for a while are being influenced by the type of management/leadership style being used in their organisations.

As depicted in Table 32, CFST Career paths had a mean score of 17.00 with a minimum score of 12.00, whilst the maximum score was 22.00. This indicates that the sub-sample with a low PTL score has a strong propensity to leave and was more likely to be influenced by the current career-path strategies being used by KZN organisations. CFST Training and Development mean score was 22.06 which was high, as the minimum score was 14.00 and the maximum score was 30.00. These results show that the managerial-level employees have a strong propensity to leave and they are not likely at all to return to work for their current organisations if they had to leave as they are strongly influenced by the training and

development strategies currently being used by their organisations. According to the results depicted in Table 32, the CFST Work/life balance issues mean score was 19.69 with a minimum and maximum score of 11.00 and 27.00 respectively; this indicates that the managerial-level employees propensity to leave and choose not to continue to work for their current organisations was influenced by the work/life balance issues.

Table 32 depicts that the CFST Countries mean score was 15.31 which was low, with a minimum score of 7.00, whilst the maximum score was 28.00. The results show that the managerial-level employees' intentions to leave are not influenced by the desire to work in other countries other than South Africa. CFST Provinces mean score was 4.06 which was low, as the minimum score was 2.00 and the maximum score was 7.00. This shows that the managerial-level employees' intentions to leave their current organisations are not influenced by the desire to work in other provinces other than KZN. As depicted in Table 32, CFST Job satisfaction mean score was 13.63 which was high, with a minimum score of 9.00 and maximum score 18.00; this indicates that the managerial-level employees' propensity to leave was influenced by the level of job satisfaction in their organisations. CFST MBA had a mean score of 2.31 which was low, as the minimum score was 1.00 and the maximum score 4.00. This shows that the PTL sub-sample managerial-level employees' intentions to leave their KZN-based organisations were not influenced by the completion of their MBA degrees. The rankings of the means of the PTL sub-sample with strong a PTL were presented in the following section.

4.5.5.1 Ranking of means of the sub-sample with strong PTL

In the research study, the mean scores of the CFST sub-components were ranked and this was covered in the next section. These will be presented in Table 33 below:

Table 33: Ranking of the 9 sub-components of the PTL sub-sample

Sub-component rankings	Mean
CFST Management style	2.91
CFST Rewards	2.90
CFST Career paths	2.83
CFST T & D	2.76
CFST Job satisfaction	2.73
CFST Work/life	2.46
CFST MBA	2.31

CFST Countries	2.19
CFST Provinces	2.03

According to the study findings depicted in Table 33, the mean scores of the CFST sub-component rankings of the PTL sub-sample had a low Total PTL score. The top 5 CFST sub-components that had the most influence on the managerial-level employees' strong intentions to leave were CFST Management style which had the highest mean score of 2.91. Secondly, CFST Rewards had a mean score of 2.90, which was followed by CFST Career paths with a mean score of 2.83. CFST Training and Development was ranked number 4 with a mean score of 2.76 and lastly CFST Job satisfaction had a mean score of 2.73.

4.5.6 Sub-sample with strong intentions to leave their organisations

In order to further explore the factors influencing respondents' high intentions to leave scores, a sub-sample of respondents that had an ITL total score equal to or greater than 15 (respondents who scored a 3 or 4 on the ITL 1 item, respondents who scored a 6 or 7 on the ITL 2 item and respondents who scored a 6 or 7 on the ITL 3 item) were selected as they have a strong intention to leave their current organisations. A total number of twenty five respondents were found to have a Total ITL score indicating a strong intention to leave their current employers. The following analyses were undertaken: CFST sub-components descriptive statistics in the form of frequencies, minimum, maximum, mean, standard deviation, mode and median; and mean rankings of the 9 CFST sub-components. The CFST sub-component descriptive statistics will be presented in Table 34.

Table 34: Descriptive Statistics of Sub-group with High ITL (N=25)

	Mean	Median	Mode	Std. Deviation	Variance	Range	Minimum	Maximum
Total ITL	17.16	17.0000	18.00	.85	.72	2.00	16.00	18.00
Total CFST	160.04	161.0000	161.00	25.00	619.46	102.00	112.00	214.00
CFST Rewards	30.48	31.0000	33.00	4.96	24.59	19.00	20.00	39.00
CFST Mgt style	28.60	30.0000	23.00	4.87	23.75	17.00	19.00	36.00
CFST Career paths	18.96	19.0000	22.00	3.35	11.21	10.00	13.00	23.00
CFST T & D	22.60	23.0000	19.00	5.06	25.58	19.00	13.00	32.00
CFST Work/life	20.64	21.0000	16.00	5.19	26.91	18.00	12.00	30.00
CFST Countries	16.60	17.0000	19.00	5.29	28.00	20.00	7.00	27.00
CFST Provinces	5.04	5.0000	4.00	1.84	3.37	6.00	2.00	8.00
CFST Jobsat	14.24	14.0000	13.00	2.96	8.77	12.00	8.00	20.00
CFST MBA	2.88	3.0000	3.00	.93	.86	3.00	1.00	4.00
Total leave score	23.76	24.0000	24.00(a)	1.77	3.11	5.00	21.00	26.00

Table 34 depicts the descriptive statistics of the ITL sub-sample with a strong intention to leave their organisations. In order to determine whether a mean score was high or low, if it was below the average score it is considered low and if it was above the average mean score it was considered high. According to the study findings depicted in Table 34, the CFST Rewards mean score was 30.48, given the minimum and maximum scores of 20.00 and 39.00 respectively, indicating that the managerial-level employees are strongly influenced to leave their organisations by both intrinsic and extrinsic rewards. CFST Management/leadership style had a mean score of 28.60 which was high, as the minimum score was 19.00, whilst the maximum score was 36.00. This shows that management/leadership style has a relatively low level of influence on the managerial-level employees' decisions to leave their organisations. As depicted in Table 34, the CFST Career paths had a mean score of 18.96, given the minimum and maximum scores of 13.00 and 23.00 respectively, indicating that the managerial-level employees' intentions to leave their current organisations are influenced by their organisations' current career-path strategies.

CFST Training and Development had a mean score of 22.60 which was high, as the minimum score was 13.00, with the maximum score being 32.00. This shows that the KZN managerial-level employees' intentions to leave their organisations are influenced by the level of training and development strategies currently being used by their organisations. According to the study findings depicted in Table 34, the CFST Work/life mean score was 20.64 which was

relatively low, as the minimum score was 12.00 with the maximum score being 30.00. This shows that the managerial-level employees' strong intentions to leave their organisations are being influenced by work/life balance issues. The CFST Countries mean score was 16.00, given the minimum and maximum scores of 7.00 and 27.00 respectively, indicating that KZN managerial-level employees with strong intentions to leave their organisations are not influenced in their decision to leave by the desire to work in other countries other than South Africa. As depicted in Table 34, the mean score of CFST Provinces was 5.04 which was high, with the minimum score being 2.00, whilst the maximum score was 8.00. The results depict that one of the reasons for the sub-samples strong intentions to leave was the desire to work in other provinces in South Africa other than KZN.

According to the study findings depicted in Table 34, the CFST Job Satisfaction mean score was 14.24 which was high, as the minimum score was 8.00 whilst the maximum score was 20.00. This indicates that KZN managerial-level employees with a strong intention to leave are influenced by the level of job satisfaction in their decision to leave their current organisations. The CFST MBA mean score was 2.88 which was high, given the minimum and the maximum scores of 1.00 and 4.00 respectively, and indicates that the managerial-level employees with a strong intention to leave were influenced by the completion of their MBA degree. In the research study, the mean scores of the CFST sub-components were ranked and these were covered in the next section. These will be presented in Table 35 below:

Table 35: Ranking of the means for the sub-sample with strong intentions to leave

Sub-component rankings	Mean
CFST Management style	3.18
CFST Career paths	3.16
CFST Rewards	3.05
CFST MBA	2.88
CFST Job satisfaction	2.85
CFST T & D	2.83
CFST Work/life	2.60
CFST Provinces	2.52
CFST Countries	2.37

Table 35 depicts the mean scores of the CFST sub-component rankings of the ITL sub-sample with the highest intention to leave scores. The top 5 CFST sub-components that have the most influence on the managerial-level employees' intentions to leave were CFST Management

159

style, which had the highest mean score of 3.18. Secondly, CFST Career paths had a mean score of 3.16, which is followed by CFST Rewards with a mean score of 2.88. CFST MBA was ranked number 4 with a mean score of 2.88 and lastly, the 5th sub-component was CFST Job satisfaction which had a mean score of 2.85. Therefore, when focussing on respondents with a strong intention to leave or propensity to leave their organisations, it emerges that management style, careerpath strategies and rewards are the components of the CFST that would have the strongest influence on their intention to leave.

4.6 CONCLUSION

In summary, the response rate of the research study was high and the sample demographics showed that most of the respondents were males 67.9% (n=72). It can be seen that the majority of the respondents had a tertiary qualification. The majority of the respondents results showed that there was no clear trend on whether the respondents will actively look for a new job in the next year or if they had high intentions to leave their KZN-based organisations, as there were almost equal numbers of respondents indicating high ITL as there were indicating low ITL. The Total PTL mean score was low which indicated that the managerial-level employees of KZN had a low propensity to leave their current organisations. However, it was concluded that there were three common CFST factors that would have a strong influence on the total sample of managerial-level employees' consideration to leave their current organisations', namely, management/leadership style, career-path strategies and rewards. This finding was again emphasised when focussing specifically on respondents with high intentions to leave. Pearson moment correlations indicated that the managerial-level employees' intentions to leave were statistically significantly associated with the current career-path strategies being used by current KZN-based organisations and this was indicated by the significant relationships amongst the ITL, PTL and CFST. The testing of differences was done using the Kolmogorov Smirnov test and there were differences between the marital status, Total CFST, CFST Rewards, CFST Management Style, CFST Career paths, CFST Training and Development and CFST Job satisfaction. The literature that links and or supports these findings were discussed in great detail in the following chapter.

CHAPTER 5: DISCUSSION OF THE FINDINGS

5.1 INTRODUCTION

Chapter 4 focused on the analysis of the data that were collected from the respondents in this research study. The data collected were analysed according to the specific aims of the study. The study sample consisted of 115 managerial-level employees studying towards their MBA degree at the UKZN GSB. In this chapter, the demographics relating to the above-mentioned sample were first discussed and then the discussion of the results that were presented in Chapter 4 followed.

5.2 DEMOGRAPHIC DISTRIBUTION OF THE SAMPLE

The demographics show that in terms of gender distribution there were more males, 67.9% (n=72), with females making up the balance of 32.1% (n=34). This may reflect that, despite equity interventions and legislation, most managerial-level positions are dominated by males; for instance, specialist managers, top management, construction and engineering professions. "According to the MasterCard Worldwide Index of Women's Advancement, South Africa's score declined by five points, from 90.6 to 85.7, between 2008 and 2009. The results suggest that fewer women participated in the labour force over the past year compared with men, and fewer women considered themselves to be in management positions" (Harris, 2009:1). The above literature supports the study findings that there was more male dominance in management levels of the South African business environment.

The results in Figure 9 depict that the average age of the KZN managerial-level employees was 34.16 years and the majority of the managerial-level employees were married (64.8%; n=68) with 34.3% (n=36) being single. This sample of KZN managerial-level employees had an average number of dependents of 2.23 as depicted in Figure 11. The results in Table 9 depict that English was the home language of the majority of this sample of the KZN managerial-level employees (57.5%; n=61). This was not surprising as English was a universal medium. The second most spoken home language in this sample was Zulu 29.2% (n=31) and this may be due to the fact that KZN province is the homeland of the Zulu-speaking people and they make-up 20.6% of South Africa's total population (Davis, 2008). The results in Figure 14 depict that the average tenure of the respondents' current organisation of employment was 6.63 years. It may be argued that one of the reasons for the average tenure, as previously pointed out in the literature review chapter, was that many skills that are in high demand in South Africa are scarce global. Therefore, most of the

organisations are now adopting and implementing talent retention strategies that can help them increase their average managerial-level employees' tenure (James, 2008 cited in Butcher, 2008).

According to the results depicted in Figure 11, the majority of the respondents, 44.8% (n=47) and 34.8% (n=76) had a bachelor's degree and an honours degree respectively. These findings link with the literature that, in order for the MBA programme applicants to qualify to write the entrance examination, they must have a basic degree or tertiary education qualification equivalent to the National Qualifications Framework level 6 (UKZN Faculty of Management Studies, 2008:84). The results in Table 10 depict that the majority of the respondents, 38.7% (n=41) are specialist managers followed by those in top management, 17% (n=18). These results link with the literature as one of the minimum requirements to enter the UKZN MBA programme is that candidates must have at least 5 years working experience, a minimum of 3 years managerial-level working experience (UKZN Faculty of Management Studies, 2008:84).

The results in Table 11 depict that the majority of the respondents 22.6% (n=24) are employed in the manufacturing sector. According to Davis (2008), KZN's manufacturing sector is the second largest after Gauteng province as it is the key sector in the provincial economy, growing at a stable and steady rate, generating 20% of provincial employment (Davis, 2008). Thus, the manufacturing sector plays a crucial role in KZN's economy and this may be one of the reasons why most of the respondent's were employed in this sector. Sixteen percent (16%; n=17) of the respondents were employed in the public service, for example, health, transport, trade and industry, education, labour, home affairs, correctional services and wildlife. Study findings that were presented in Chapter 4 were discussed in the following section.

5.3 SPECIFIC AIMS OF THE STUDY

The study findings will be discussed in detail in the following section and will be done according to each of the specific aims of the study. The results will be linked to the literature reviewed in Chapter 2 and new literature will also be incorporated where relevant.

5.3.1 To investigate the incidence of managerial-level employees' intentions to leave their organisations in KZN

The first aim of the study was to investigate the incidence of managerial-level employees' intentions to leave their organisations in KZN. Literature in the study explained what the intention to leave means. "Intention to leave is considered a conscious and deliberate desire to leave an organisation within the near future and is considered the last part of a sequence in the withdrawal cognitive process" (Mobley, 1978 cited in Seonghee *et al.*, 2008:1). Therefore, the managerial-level employees' intentions to leave can lead to subsequent turnover and this results in KZN organisations potentially losing skilled labour.

Based on the ITL findings, the sample was divided into two, that is, some of the respondents had strong intentions to leave and others indicated that they do not have strong intentions to leave their current KZN-based organisations. Thus, there was no clear outcome, although the Total ITL mean score was high. The trend was therefore not clear and at times was contradictory. Table 15 displayed the results of the descriptive statistics of the intention to leave scale. The results for ITL 1 show that the majority of the managerial-level employees were not likely to look for a job in the following year as their minimum score was 1.00 and their maximum score was 4.00 with the mean score being 2.47 which was low. This may relate to the fact that literature shows that the South African manufacturing sector cut 11 000 jobs in a period of 12 months up until March 2008 and many more jobs were cut in the automotive parts, accessories and engine assembly sector (Rand Merchant Bank, 2008:1). Due to the continuous cutting of jobs in the South African economy, managerial-level employees' intentions to look for a job in the coming year may be reduced and the probability of finding alternative positions were reduced as well (Mowday, 1982 cited in Stroud, 2001:45).

According to the results in Figure 16, the majority of the respondents (54.7%; n=58) were not likely to look for a new job in the following year and this could be because their jobs are interesting and as previously discussed that, with the current global crisis, alternative job opportunities had been reduced and thus managerial-level employees' intentions to leave their current organisations had been reduced. However, contrary to this finding, in the study (45.3%) of the respondents stated that they are extremely likely to look for jobs in the future. This may be attributed to the fact that there was a lack of job security in their current organisations as they may be planning to retrench or cut down jobs in the future.

Results in Table 15 depict that most of the managerial-level employees often think of quitting their jobs (indicated in ITL 2) as the mean score on this item was 4.09. The minimum score was 1.00 and the maximum score 7.00. "When employees start searching for other available opportunities in the labour market, it is an indication that they are intending to quit" (Furthermore and Wunder, 1982 cited in Monji, 2008:68). However, the findings in Figure 17 indicated that there were quite a number of respondents who agree and disagree that they often think of quitting their jobs and this was clearly indicated by the results in Figure 17. According to the results in Figure 17 the majority of the respondents (37.8%) disagree that they often think about quitting their jobs. By contrast, in the ITL 2 findings, 34% of the respondents agreed that they often think about quitting. So, there was an equal number of respondents who were and were not thinking about quitting their jobs. Drawing any firm conclusion in the light of these findings was difficult.

The findings related to the ITL data were further complicated when focusing on the results of the descriptive statistics of ITL 3. Most of the managerial-level employees were likely to look for a new job next year as the mean score was 4.47 which was high, with the minimum score being 1.00 and the maximum score 7.00. "Foreign direct investment into KZN is increasing exponentially" (Mkhize, 2008 cited in Davis, 2008). Thus, this future intention to leave their organisations may be due to the perception that there will be more job opportunities created in KZN in the future (through new investments). The organisations will therefore need more managerial-level employees in the next year or so, in line with the expected increase in opportunities in KZN. This may account for the findings in Figure 18 where it was shown that the majority of the respondents (40.6%) agreed that they will probably look for a new job next year.

Despite these sometimes contradictory findings, the Total ITL mean score was 11.04 which is high, with a minimum score of 3.00 and maximum score of 18.00. However, any firm conclusions need to be made cautiously given the findings of the individual ITL item results. The study findings of the PTL scale will be discussed in the following section.

According to the results in Table 16 PTL 1 item, the majority of the managerial-level employees were willing to continue working for their current organisations. The minimum score was 1.00 and the maximum score was 4.00 with the mean score being 2.68 which was high. The above literature links with the results of the PTL 1 item's descriptive statistics results. According to the results in Figure 19, 55.7% of the respondents reported that they were more likely to continue working for their current organisations. "Increasing job satisfaction is likely to increase commitment as well" (Nelson and Quick, 2006:125).

Therefore, it can be argued that managerial-level employees who are satisfied with their jobs are more likely to commit working for their current organisations for a longer period of time (Nelson and Quick, 2006:124).

Table 16 outlines the results for PTL 2 item and indicates that the majority of the managerial-level employees would like to stay with their current organisations for a very long time. This was depicted by a mean score of 2.93 with the minimum score being 1.00 and the maximum score 6.00. The above results link with the previously mentioned literature that satisfied employees tend to work hard in terms of contributing to improve the organisation's efficiency, effectiveness and improving its competitive advantage. When an employee is highly satisfied, they are unlikely to think of quitting their job, hence employee satisfaction helps reduce employee turnover and the loss of the organisational knowledge the departing managerial-level employees take with them (Jones *et al.,* 1998 cited in Pillay, 2006:28). The findings in Figure 20 depict that 47.6% (n=49) of the respondents stated that they would like to stay working for their organisations for a period of 2 - 5 years which is a short – medium time period. The above results link with the literature that points out that, if the chances of finding a similar job to the one the managerial-level employee currently holds are low, their propensity to leave was reduced and also if the costs of leaving their current organisation are high (for example high fringe benefits and uninvested pension), the propensity to leave was reduced (Hom and Griffeth, 1995:56).

Only 16% (n=17) of the respondents stated that they would like to remain working for their current organisations for a period of 6 - 12 months. This finding can be viewed within the literature related on predicting turnover. "In addition to identifying predictors of turnover, some researchers have investigated the process of deciding to quit a job. The traditional model of turnover, exemplified in a book published by Bill Mobley in 1982, suggests that the decision to quit is made of a logical and step-by-step fashion, largely in response to dissatisfaction with the present job" (Fisher *et al.,* 2003:750). Therefore, since the decision to quit is a process taking 6 -12 months, that is when actual turnover occurs.

Table 16 depicts that the PTL 3 item mean score was 2.77 with the minimum score 1.00 and the maximum score being 4.00. The results show that KZN managerial-level employees were interested in returning to work for their current organisations if they had to leave for a while. "Social relations with colleagues are therefore an important consideration for people and often results in 'job embeddedness' that is characterised by links (that is, connections with other people and groups), fit (that is, compatibility with the job, organisation and community) and sacrifice (that is, cost of what people have to give up if they leave a job)" (Thite,

2004:157). It becomes difficult for an employee to leave if they have good social relationships at work. "Employees sometimes remain in an organisation for a long period of time because they have built up a good relationship with co-workers" (Nel *et al.*, 2004:551). The above literature was in line with PTL 3 item results as good social relations can lead to the managerial-level employees being willing to return to their previous employer after quitting for a while. The majority of the respondents (63.2%) reported that they were more likely to return to their current organisations if they had to quit their jobs for a while, and hence the propensity to leave was low.

The findings related to the PTL seem more consistent than those related to the ITL. From the PTL findings it seems plausible to conclude in general that this sample of managerial-level employees did not have a strong potential to leave their current organisations. Therefore, South African organisations that trust, care and value their managerial-level employees may be able to influence them to return to work for them if they quit for a while. The Pearson product-moment correlation value reported in Table 29 indicates a very strong significant relationship between the Total ITL and Total PTL (r=.530; p<0.01); this shows that these instruments were clearly focussing on related but still distinct responses and were clearly looking at the same constructs.

The key focus of this study was to explore the potential impact various factors may have on managerial-level employees' potential consideration to leave their employers. Each of these aspects were discussed.

5.3.2: To determine the level of value placed on both intrinsic and extrinsic rewards by managerial-level professionals in their consideration to leave an organisation

"Remuneration has stood at the heart of any employment relationship. As explained in its simplest form, this relationship is based on an economically motivated process where certain inputs (physical and mental work behavior) are exchanged for some outputs (rewards) that are considered to be desirable in satisfying individual needs or goals" (Swanepoel *et al.*, 2000:525). Thus, rewards in the form of pay and benefits are crucial to employees, including managerial-level employees. According to the previously mentioned literature, there are two types of rewards that South African organisations provide to their managerial-level employees, namely extrinsic and intrinsic rewards (Grobler *et al.*, 2006:351).

The results in Table 15 depict that the Total CFST Rewards mean score was 29.09, given the minimum and maximum scores of 11.00 and 40.00 respectively, which indicates that both

intrinsic and extrinsic rewards are identified by the managerial-level employees as factors that would influence their intentions to leave their South African organisations. According to the results depicted in Figure 16, 70% of the respondents indicated that dissatisfaction with remuneration would have a strong influence on their consideration to leave their organisations. Table 27 results depict that 'poor remuneration' had the highest frequency of 72 as the majority of the managerial-level employees stated it as a factor that would influence their intentions to leave their organisations. "Rewards such as pay and benefits which people gain from an employment relationship are highly important to individuals since they can meet many needs. Satisfaction of needs can range from the most basic human needs for food and shelter to those signs of achievement, status and power (luxury cars, overseas vacations) that may be bought if sufficiently high levels of remuneration are received" (Swanepoel *et al.,* 2000:525).

The above findings link with those found in the study conducted by Kinnear and Sutherland (2000) in which 104 knowledge workers from financial services, science and technology sectors participated to help them determine what makes them committed to an organisation. The study found that South African knowledge workers want to receive competitive remuneration packages and also performance-based bonuses (Kinnear and Sutherland, 2000:24). The CFST Rewards sub-component was ranked number 4 on the Total CFST sub-component mean rankings depicted in Table 26. Therefore, if the managerial-level employees were not earning competitive rewards this had the potential to have a relatively strong influence on their intention to consider leaving their employers, as indicated by the literature.

According to the results depicted in Figure 23, it can be concluded that only 35% of the respondents would be influenced by pay based on commission only in their decision to leave their current organisation. These findings were in line with the literature. "A commission is compensation based on a percentage of sales in units or dollars" (Ivancevich, 2000:326). For example, the salesperson of a car may be paid 10% of the price of the car and the more cars he or she sells the more remuneration he or she receives. "Individual incentives are used more frequently in some industries (clothing, textiles and steel) than others (lumber, beverage, and bakery) and more in some jobs (sales, production) than others (maintenance, clerical)" (Ivancevich, 2000:324). Hence, some of the respondents who are not paid by pay-based commission may be employed in the above sectors where this pay-based on commission system was not frequently used as pointed out by the literature. In the findings, it was also found that the majority of the respondents (22,6%; n=24) were employed in the manufacturing sector, whilst 16% (n=17) were employed in the public sector where it was not typical to find such a pay system.

As indicated in the previously discussed literature, not all industries or sectors use individual incentives and this may be the reason why the respondents are not strongly influenced by this item in their decision to leave their current organisations. From Figure 24 it was concluded that 77.3% of the respondents would be influenced in their decision to leave by pay not being linked to performance. In the previously mentioned literature, organisations that use performance based incentives should ensure that they set realistic and achievable work targets. Therefore, when employees achieve their set targets, they are rewarded for their high performance through the pay system and this is why it is a factor that would influence the managerial-level employees to leave their organisations if it is not present (Miner and Crane, 1995:451).

According to the results in Figure 29, the lack of work achievement would have a strong influence on the majority of the respondents' (79.1%) decision to leave. Table 27 results depict that the 'lack of work recognition' was stated as one of the 5 factors that would influence the respondents' decision to leave their current organisations and had a frequency of 18. These results were similar to the research study mentioned in the literature by Kinnear and Sutherland (2000:25) in which one of the key factors that was discovered on how to retain knowledge workers was financially rewarding and recognising high performance. "Nothing sustains employee attachment and involvement more than a management culture of appreciation and encouragement. The word 'thank-you' works magic" (Nel *et al.*, 2004:64). Therefore, managerial-level employees' intentions to leave are increased if their high work performance is not recognised.

Based on the results in Table 27, it can be concluded that poor working conditions have a potentially strong influence on the respondents' decision to leave, with 70.8% reporting this. According to the results depicted in Table 27, 'poor working conditions' was reported as one of the 5 factors that would influence the respondents in their decision to leave and had a frequency of 20. In the current study, nine of the respondents stated that 'increased workload at work' was one of the 5 items that would influence them on their decision to leave, as depicted in Table 27. According to the previously mentioned literature, working conditions of every organisation should be safe and healthy for managerial-level employees to work in (Grobler *et al.,* 2000:487). Managerial-level employees who work in poor working conditions will be highly concerned about their health and safety which leads to high intentions to leave to other organisations that offer more conducive working environments.

From Figure 27, it can be concluded that the lack of recognition of qualifications through pay systems would have a strong influence on the respondents' decision to leave, with 86.6% of

the respondents claiming that it would. Therefore, organisations that do not implement a pay system that links pay to qualifications are more likely to experience high turnover rates and this is confirmed by the above findings. The lack of recognition of experience through the pay system item had a strong influence on the respondents' decision to leave their current organisations, with the majority (78.8%) indicating this. Managerial-level employees who have high working experience should be paid for their expertise as they will be adding value to the organisations as they require less training and development than new, inexperienced employees.

Based on the results in Figure 29, it was concluded that 68.3% of the respondents reported that the lack of freedom to act on the job had a strong influence on their decision to leave their current organisation. As depicted in Table 27, eight of the respondents stated that 'constant monitoring of work and procedures' was one of the 5 factors that would influence them in their decision to leave. The study findings indicated that freedom is valued by the managerial-level employees as it enables them to work at their own pace. "Employees for whom autonomy/independence is a career anchor like to carryout their work in their own way. They enjoy variety and flexibility, but are unsuited to strictly regulated jobs that require them to exercise control over others" (Swanepoel *et al.*, 2000:444)

A South African study conducted by Birt *et al.* (2004:28) at a financial institution with a total sample of 64 knowledge workers, aimed at investigating the variables that were considered important by South Africa's talent. "In answering the question how long the participants anticipated to remain with their organisation, most of the respondents stated that they would stay with their organisation as long as they were challenged, enjoyed work and did not receive any better employment offers" (Birt *et al.,* 2004:28). This linked to the current study's findings. The 'lack of challenging work' item was reported by 71.4% of the respondents, indicating that the item had a potentially strong influence on their decision to leave their current organisations. In the study, eleven of the respondents also stated that 'lack of job challenge' was one of the 5 factors that would influence their decision to leave their current organisation and linked with the literature. Thus, challenging work enables managerial-level employees to apply and develop their knowledge and skills.

Employee benefits are items provided to managerial-level employees over and above their monthly or annual income so that they can have a better living standard, with the cost being borne by the employer (Nel *et al.*, 2004:279). In South Africa, the expenditure on employee benefits by organisations has increased over the past years on employee benefits or fringe benefits such as medical aid schemes, health and life insurance, pension funds, tuition

reimbursements and many other forms of benefits (Grobler *et al.,* 2002:408). Therefore, these fringe benefits help improve the managerial-level employees' well-being and South African organisations that do not properly provide adequate fringe benefits are more likely to experience high employee turnover. From Figure 31 results it was concluded that 65.3% of the respondents reported that dissatisfaction with fringe benefits would have a strong influence on their decision to leave their current organisation. According to the results in Table 27, the 'lack of better fringe benefits' was also stated by the respondents as one of the 5 additional factors that would influence their decision to leave and had a frequency of 13.

Thus, both intrinsic and extrinsic rewards have been found in the study to have a potentially strong influence on the managerial-level employees' intention to leave their current organisations. That is, rewards in the form of pay and benefits are crucial to employees including managerial-level employees. Managerial-level employees value the freedom to act independently on the job and they also prefer challenging jobs as these were some of the items found in the study to have a potentially strong influence on their decision to leave.

The research findings of the role played by leadership/management style were discussed in detail in the following section.

5.3.3: To establish the role of leadership/management style on managerial-level employees' intention to leave an organisation

Leadership/management style used by organisational managers should be able to influence and guide all employees, including managerial-level employees, towards achieving the organisation's goals and objectives. Effective leadership/management style helps create mutual understanding amongst the managerial-level employees and this motivates high work performance, at the same time reducing their intentions to leave (French, 2003:81). The results in Table 18 depicted that the CFST Management Style Total mean score was 26.50, given the minimum and maximum scores of 10.00 and 36.00 respectively. The CFST Management Style sub-component mean score was ranked number 2 in the Total CFST sub-component mean rankings as was shown in Table 26. Thus, the results indicated that leadership/management style plays a strong role in influencing the managerial-level employees' intentions to leave their KZN-based organisations. The results related to the previously mentioned literature that there is no doubt that managerial leadership and supervision have an important impact on motivation, employee loyalty, flexibility and satisfaction of employees, management-level employees included (Swanepoel *et al.*, 2000:391).

From Figure 32 it was concluded that 68.8% of the respondents reported that the authoritative leadership of their managers would have a strong influence on their decision to leave. The 'authoritarian leadership' style is when the leader controls all the decision making and power is only centred on him or herself (Plunkett *et al.*, 2002:465). With authoritarian leadership there is a high level of one way communication in the form of orders and instructions (Swanepoel *et al.*, 1998:373). Thus, managerial-level employees who have managers that use this type of leadership/management style will be demotivated and have high job dissatisfaction as they are more likely to feel that they are not valued by the organisation as their voices, concerns or contributions are not heard by management. The exclusion of managerial-level employees from decision making increases employees' intentions to leave, especially when employees only receive instructions as pointed out in the literature. Based on the results in Figure 33, the majority of the respondents (75%) reported that exclusion from decision making would strongly influence their decision to leave their current organisation.

According to a South African study conducted by Kinnear and Sutherland (1999:43), "The more power the knowledge workers have the more autonomy they require to make their own decisions and manage themselves at the workplace" (Kinnear and Sutherland, 1999:43). An organisation that provides its managerial-level employees autonomy will be able to gain their commitment to stay working for the organisation for a longer period of time and thereby reduce their intentions to leave (Kinnear and Sutherland, 1999:43). Managerial-level employees value progressive leadership which allows them to do things differently as indicated by Kinnear and Sutherland's (1999) study and it enables them to become loyal to the organisation and be willing to work for a longer period of time. South African organisations that lack progressive leadership are more likely to experience high employee turnover and this was confirmed by the study findings in Figure 34. The lack of progressive leadership, that is, allowing managerial-level employees to act independently on the job, was reported by the majority of the respondents (81%) as having a strong influence on their decision to leave their current organisation and this was depicted in Figure 34.

Furthermore, in the literature it was pointed-out that democratic leadership makes employees feel valued and motivated when management consults them in decision- making which leads to reduced intention to leave and be willing to work for the organisation for a longer period of time (Swanepoel *et al.,* 1998:373). As indicated by the literature, employees who were not involved in management and business decision making were more likely to have high intentions to leave. This may be attributed to the fact that some of these business decisions may be negatively affecting them, hence it becomes difficult for the managerial-level employees to accept the decisions. From Figure 35 it was concluded that 80.2% of the

respondents' decisions to leave their current organisations were strongly influenced by the lack of involvement in management and business decisions. "Leadership is the process of influencing the behavior of others in the direction of a goal or set of goals or more broadly, toward a vision of the future. A constructive leadership style which provides vision and direction and furthers cooperation and productive group effort, is essential to effective organisational performance" (French, 1994:81).

In organisations, top management should be able to influence and guide the managerial-level employees toward achieving the organisation's goals and objectives. Clearly set goals and objectives enables employees to know what is expected of them and if not, the managerial-level employees are more likely to have high intentions to leave. This was indicated by the results in Figure 36 which depict that the lack of clear expectations and direction from immediate managers was reported by the majority of the respondents' (73.4%) as having a strong influence on their consideration to leave their current organisations.

According to the study findings depicted in Figure 37, it was seen that the majority (62.8%) of the respondents stated that an unapproachable manager would have a strong influence on their decision to leave. In the literature previously reviewed it was pointed-out that there is a saying that "People leave managers, not organisations" (Blake, 2006:2). The managerial-level employees' immediate managers may regularly express disapproval of them and neglect to honour and appreciate their high quality work achievements, may constantly humiliate them in public at the workplace and/or even reject their time-off work requests (Blake, 2006:2). As a result, the immediate managers become unapproachable and this leads to the managerial-level employees' intentions to leave being increased. This was supported by the study findings in Figure 37.

From Figure 38 it was seen that 51.5% of the respondents reported that their decision to leave would be influenced by an unfriendly manager. These findings relate to the previously discussed literature which outlined that most managerial-level employees leave their jobs when they have poor relationships with their managers (Blake, 2006:2). South African organisations that do not consider that their employees' concerns are more likely to produce higher turnover rates. This was confirmed by the study findings in Figure 39 which depict that management's lack of consideration of their employees' concerns was stated by the majority of the respondents (74.3%) as having a strong influence on their decision to leave their current organisations. This relates to the literature that employees need to believe that their grievances or concerns are being heard or taken into consideration by the organisation's management, especially if their concerns are negatively affecting them, for example, poor

working conditions and remuneration (Horibe, 1999:58).

The number of respondents who reported that management's lack of implementation of employee's suggestions was reported by the majority of the respondents (62.2%) as having a strong influence on their decision to leave their current organisations. In the literature, it was mentioned that employee suggestions can be for new product development, safety, quality management, compensation benefits, working conditions and many others. The more ideas or suggestions the organisation is able to implement, the more motivated, valued and satisfied the managerial-level employees will feel. Therefore, South African organisations that lack implementation of managerial-level employees' suggestions are more likely to have high turnover rates as depicted in Figure 40 (Arthur, 2001:256).

In the study, the findings in Table 27 showed that the 'lack of support by senior management' had a frequency of 5 and was stated by the respondents as one of the 5 factors that would influence their decision to leave. This may be due to the fact that when employees submit grievances to top management for consideration and their grievances are not heard or solved, this shows that the organisation's top management does not have support for their managerial-level employees. Lack of management support also occurs when top management does not implement and consider employee suggestions in their organisation decision-making process (Arthur, 2001:256). The literature identified that employee suggestions can be for new product development, safety, quality management, compensation benefits, working conditions and many others (Arthur, 2001:256).

Thus, effective leadership is when managers allow their managerial-level employees to participate in decision-making processes, provide them with the freedom to act independently on the job and also provide them with clear expectations and this is confirmed by the current study's findings. Managers who implement their managerial-level employees' suggestions are more likely to have a highly motivated workforce as the employees will feel valued and this results in their intentions to leave being reduced.

The following section discussed in detail the study findings on the level of influence current career path strategies being used by KZN-based organisations had on managerial-level employees' intention to leave their organisations.

5.3.4: To investigate the level of influence career path strategies being used by KZN organisations have on managerial-level employees' intention to leave their current organisation

 "Career development helps employees to analyse their activities and interests to better match human resources needs for growth and development with the organisation's needs" (Gilley and Maycnich, 2000:260). Career development is a continuous process and enables employees to develop and grow their work-related interests (career) (Schreuder and Coetzee, 2006:62). This study found that the career-path strategies currently being used by KZN-based organisations influence the majority of the managerial-level employees' intention to leave. This was indicated by the mean score of 17.81 which was high, with the minimum score being 6.00 and the maximum score 24.00 for the career-path strategies component of the CFST. In the study findings, CFST Career-paths Strategies was ranked number 3 in the Total CFST sample mean rankings as shown in Table 26.

These results were in line with the literature, indicating that the managerial-level employees appreciate exploring their strengths and aspirations through attending career guidance workshops and training provided by their organisations in order for them to be able to achieve their personal career goals within their organisations (Ivancevich, 2000:442). Based on the results depicted in Figure 41, it was concluded that the lack of a clear career path would have a strong influence on the respondents' decision to leave with the majority of the respondents (82.9%) reporting this.

From Figure 42 it was concluded that only 42.4% of the respondents stated that external employee hiring policies would have a strong influence on their decision to leave their current organisations. This may be attributed to the fact that the managerial-level employees are aware that only when their organisations have failed to find potential job candidates from within will they find external hiring appropriate (Hunter, 2008:79).

Furthermore, in the current study it was found that the poor use of performance criteria for promotion decisions would have a strong influence on the majority of the respondents (84%). In the literature it was mentioned that South African organisations should be able to distinguish employees who are top performers and provide them with promotions so that they remain satisfied and motivated by their jobs (Grobler *et al.*, 2006:351). "Moreover, the results of performance appraisal also have a significant impact on other HR processes such as training and development, compensation and compensation decisions" (French, 2003:366). The literature links with the study findings, hence organisations that have poor use of

performance criteria for promotion will have managerial-level employees with high intentions to leave.

As previously mentioned in the literature, organisations, whether they expand their operations or not, will always need leaders and thus they should conduct management succession planning in order to groom future leaders (Swanepoel *et al.*, 1998:284). Table 27 results depict that the 'lack of career progression' was one of the 5 items that would have an influence on the respondents' decision to leave and had a frequency of 33. The literature relates with the study findings depicted in Figure 44 in which 80.2% of the respondents reported that the lack of effective succession planning had a potentially strong influence on their decision to leave. The above study findings were similar to those found by Hill and Knowton's research study which was previously mentioned in the literature review chapter. Interestingly, in Hill and Knowton's research study that involved 434 MBA students from 12 top business schools from the USA, Europe and Asia. "The respondents when they were asked whether they were interested in becoming Chief Executive Officers (CEOs) and 84% of the respondents stated that they do want to get to the top or were fairly interested in becoming a CEO or Chief Financial Officer (CFO) and only 16% were not interested" (Taaffe, 2008:12). Thus, the above results confirm that most of the managerial-level employees intend to advance their careers; therefore, they are more likely to leave organisations that do not offer them such opportunities for advancement.

According to the results in Figure 45 it was concluded that slightly more than half of the respondents (54.8%) reported that the lack of employee career counselling workshops would have a strong influence on their decision to leave their current KZN-based organisations. This may be due to the fact that some of the managerial-level employees are not fully aware of their career goals and they still need professional career guidance through career counselling on a regular basis in their current organisations. The literature indicates that career counselling is when the employees are counselled by experts, such as psychologists, to help them have a better understanding of how to fully utilise their knowledge and skills so that they are able to achieve their career goals and solve their career-related problematic issues (Schreuder and Coetzee, 2006:318). Organisations that do not offer adequate career counselling will have managerial-level employees who may be unaware of how to fully utilise their potential and will have low work morale which leads to increased intentions to leave. On the other hand, these results may reflect that almost half of the respondents do not need this type of intervention as they are goal directed and have a clear understanding of their career path.

"A career goal is a desired career-related outcome that a person intends to attain" (Greenhaus *et al.,* 2000 cited in Schreuder and Coetzee, 2006:71). The literature relates to the study findings presented in Figure 46. From Figure 46 results it was concluded that the majority of the respondents (83%) reported that they would be strongly influenced in their decision to leave by the failure to achieve personal career goals. Hence, the managerial-level employees, by failing to achieve their personal career goals, will have low levels of morale and because of their lack of achievement will not be able to progress and achieve other planned career goals. This results in them having high intentions to leave caused by the lack of achievement of their personal career goals (Schreuder and Coetzee, 2006:72).

Thus, organisations that make use of performance ratings for promotion decisions are more likely to experience low employee turnover rates and this was confirmed by the current study's results. Interestingly, managerial-level employees' decision to leave their organisations would not be influenced by external hiring policies. The grooming of future leaders (succession planning) is considered critical by the managerial-level employees as it enables them to progress with their careers. Hence, organisations that lack effective succession planning programmes are more likely to have managerial-level employees with high intentions to leave.

The level of influence of work/life balance issues on managerial-level employees were presented in the following section.

5.3.5: To determine the influence of work/life balance issues on managerial-level employees' intention to leave an organisation

The literature reviewed in chapter 2 showed that the conflict between work and life is experienced by most of the managerial-level employees working in South African organisations (Mostert and Koekmoer, 2007). Based on the results in Figure 47, it was concluded that more than half of the respondents in this study (57.3%) reported that they would be influenced in their decision to leave by work and personal life conflict. This perhaps relates with the study findings that the majority of the respondents (67.9%; n=72) were males and the majority of the respondents (64.8%; n=68) were married. The fact that this is not a stronger result could be because the male respondents (who were the majority) may be less likely to be affected by work and personal life conflict because the bulk of the family responsibilities may be carried by their partners. If the respondents were part of a couple of a dual-career couple who both want to achieve their personal and work life goals, this may be the reason why there were slightly more than half of the respondents (57.3%) who reported

that they would be influenced by the item on their decision to leave. It can also be argued that this may be due to the fact that the respondents do not have personal commitments such as family commitments as they may be single or willing to spend even more time working to quickly progress in their careers (Ayling, 2008). However, these are hypotheses only and can only be tested in follow-up studies. The CFST Work/life sub-component mean score was ranked number 7 in the Total CFST sample mean rankings, that is, it was seen as less of a significant factor than others in terms of its influence on the respondents' consideration to leave their organisation.

According to Figure 48 results, 61.9% of the respondents reported that the lack of family/social life due to high work demand would have a strong influence on their decision to leave their current organisation. Similarly, Table 27 shows that six of the respondents stated that 'family attention' as one of the 5 items that would influence their decision to leave their organisation. The literature indicates that empirical studies show that work-life conflict results in managerial-level employees having high absenteeism rates and reduced quality work results (Fisher *et al.*, 2003:644).Thus, the more the work pressure affects managerial-level employees family/social life the higher are their intentions to leave as their family time (with their spouses, children and friends) will be taken away by work demands.

Study findings in Table 25 indicated that four of the respondents stated 'family reasons' as one of the factors that would influence their decision to leave their KZN-based organisations. "A serious concern for working couples is the number of roles that they have to manage, namely parent, wife/husband, careerist, self and friend. The demands of one role sometimes make it difficult to comply with the demands of the other" (Schreuder and Coetzee, 2006:238). Family-work inter-role conflict experienced by this group of managerial-level employees may therefore influence their intentions to leave an organisation in order to fulfil their family roles.

Previously in the literature it was mentioned that work/life balance issues have managed to obtain a great deal of attention from different organisations in South Africa. Many organisations are attempting to help employees resolve their work/life balance issues through becoming family friendly by introducing new organisational policies (Fisher *et al.,* 2003:645). For instance, some organisations have started offering their employees flexi-time, access to work from home, permission to shorten working week, family paid leave, spouse benefits and many others (Fisher *et al.*, 2003:645). Based on the results depicted in Figure 49 it was concluded that more than half of the respondents (57.5%) stated that the lack of work/life balance assistance programmes would have an influence on their decision to leave their

current organisations. "Work/life balance policies can lower absence and help to tackle the low morale and high degree of stress that can lead to retention problems as employees tire of juggling work and life responsibilities" (Armstrong, 2006:877). The literature links with the above-mentioned findings.

In the study findings depicted in Figure 51, the inability to work from home would have a strong influence on (32.1%) of the respondents' decision to leave their current organisations. This may be due to the fact that the respondents do not prefer to have an organisational policy of only working in their traditional private offices in the organisation but also prefer to have the opportunity to do some of their work activities at home. Some organisations have recreational programmes and facilities for their employees, for instance, during working hours employees are given time-off to play sports or gym in order to stay healthy (Ivancevich, 2000:366).

The lack of recreational facilities at work depicted in the results outlined in Figure 52 indicated that only a few (35.2%) of the respondents' would be influenced on their decision to leave their current organisations. These findings relate with the literature, namely, "Studies of employees' preferences indicate that recreational services are the least preferred of all benefits and services offered by organisations" (Ivancevich, 2000:366).

According to the research findings shown in Figure 53, it was concluded that slightly more than half of the respondents (53.8%) stated that the lack of support from the organisation to deal with work/life balance issues would have a strong influence on their decision to leave. The above findings link with the literature reviewed. "The respondents to the survey indicated that the successful implementation of work/life balance practices required a change in culture and attitudes within the organisation. Also, line managers have a key role" (Armstrong, 2006:876). Managerial-level employees need the support of top management in order to be able to deal with their work/life issues and, if they do not obtain the support they need, their intentions to leave their current organisations were more likely to be increased. Hence, these findings were in line with the literature reviewed.

From the results in Figure 54 it was concluded that half of the respondents (50.9%) reported that they would be influenced in their decision to leave by inflexible work-time schedules. "The Institute of Employment Studies identified employees who were staying longer with their firms because of access to flexible working arrangements" (Kodz *et al.*, 2002 cited in Armstrong, 2006:877). Therefore, it was concluded that slightly more than half of the respondents were influenced in their decision to leave by work and personal life conflict. The

study findings indicated that the managerial-level employees' value family/social life, hence the higher their work demands the higher the chances of family-work inter-role conflict and their intentions to leave will be increased. Organisations that provide their managerial-level employees with recreational facilities and the ability to work from home are more likely to have reduced intentions to leave and this was confirmed by the current study's findings.

Study findings on the level of influence an organisation's training and development strategy had on KZN managerial-level professionals' intention to leave will be covered in the next section.

5.3.6: To establish the level of influence an organisation's training and development strategy has on managerial-level professionals' intentions to leave their organisations

In the literature review it was noted that training and development is one of the human resources management aspects that enables organisations to facilitate their career development plans (Gilley and Maycunich, 2000:260). As a result, organisations that implement an effective training and development strategy will be able to develop their managerial-level employees' skills and abilities which enable them to perform better on their jobs. The results in Table 21 depict that the mean score on the training and development strategy was 17.81 with the minimum score being 6.00 and the maximum score 24.00 which indicates that the respondents are strongly influenced in their intentions to leave their organisations by the type of training and development strategy being used. The CFST Training and Development was ranked number 5 in the Total CFST sample mean rankings.

According to the findings outlined in Figure 55 results, the respondents reported that the lack of training and development opportunities would influence their decision to leave their current organisations. Seven of the respondents stated that 'lack of training and development' was one of the 5 items that would influence their decision to leave, as shown in Table 27. The literature indicated that the role played by training and development in managing talent is crucial as it can lead to high employee turnover in organisations (Boyd, 2006:16). According to Sandweiss and Lewin's (2004:44) research study with 11 part-time MBA students, the results indicated that managerial-level employees were interested in training and development. "Interviewees had much to say about the ways that new employers could attract them. First, they wanted exposure to new opportunities. For the scientist, it was a top-notch management training programme. Generally they would jump to an employer who offered exposure to pursuits that had eluded them up to now. As a corollary to wanting exposure, these interviewees were attracted to employers who would provide them with more responsibility and learning" (Sandweiss and Lewin, 2000:44). The results indicated that

managerial-level employees will have high intentions to leave if there is a lack of training and development opportunities in their organisations as depicted by the above results.

Training nowadays makes use of technology and there are various training technologies being used by organisations such as computer-based training, audiovisual, multimedia and web-based training (Stone, 2005:346). These technologies help improve training methods used by organisations; however, it should be noted that managerial-level employees want training and development on new systems, for example, use of new performance management systems and this links to the study findings. Based on the results in Figure 56, it was concluded that more than half of the respondents (56.6%) reported that they would be influenced in their decision to leave by a lack of training and development on new technological systems.

"South African knowledge workers are focusing on development that will advance their technical skills and help them achieve in the competitive marketplace" (Kinnear and Sutherland, 2000:24). Organisations that do not offer managerial-level employees opportunities in their areas of expertise were more likely to experience high employee turnover and this relates to the study findings. The lack of opportunities for development in their area of expertise was stated by the majority of the respondents (84.9%) to have a strong influence on their decision to leave.

From the results in Figure 58 it was concluded that 68.6% of the respondents reported that the lack of exposure to experts in their professions would have a strong influence on their decision to leave their current organisations. "At the same time knowledge workers value what they can learn from their expert colleagues and therefore relationships at work are important" (Kinnear and Sutherland, 2000:24). Thus, organisations that do not provide managerial-level employees with exposure to experts will increase their intention to leave.

The literature mentioned previously explained that the main purpose of training is to enable the organisation to accomplish its aim of increasing the value of its human resources (Armstrong, 1991:415). A lack of fairness on how candidates are selected was reported by the majority of the respondents (65.1%) as having a strong influence on their decision to leave their current organisations. This finding related to the literature because, if the managerial-level employees are unfairly selected for training, some of them will not be able to develop their skills and add value to their organisations, hence they will be unable to advance their careers which leads to high intentions to leave.

Based on the results in Figure 60, it was concluded that slightly more than half of the respondents (51.8%) stated that they would be influenced in their decision to leave their current organisations by the poor timing of training and development programmes. Thus, it can be argued that the reason why only slightly more than half of the respondents would be influenced by poor timing of training may be that in some organisations training programmes are conducted according to the individual employees' training needs, hence they can easily request it when the training need arises. The above findings link with the literature that training and development should be conducted when it is needed by the managerial-level employees so that they are able to continuously add value to their organisations and this also avoids wasting of the organisation's financial resources (Hunter, 2008:172).

The literature outlines that on-the-job training involves the employees being trained at their workplace through various methods such as coaching, mentoring, internships programmes and corporate universities (Mondy *et al.*, 2002:227). Therefore, organisations that do not offer employees proper on-the-job training methods are more likely to increase their intention to leave and this was confirmed by the current study's findings. The results in Figure 61 depict that more than half of the respondents (55.2%) reported that ineffective on-the-job training methods would influence their decision to leave their current organisations.

According to results in Figure 62, more than half of the respondents (53.3%) reported that they would not be influenced in their decision to leave their organisation by ineffective off-the-job training methods. The literature reviewed explained that 'off-the-job training' involves managerial-level employees being trained at another location other than their original place of work. This type of training also makes use of case studies, lectures, video tapes, role playing and simulation (Mondy *et al.,* 2002:223). However, based on the results in Figure 62, it was concluded that only 46.6% of the respondents reported that they would be influenced in their decision to leave by ineffective off-the-job training methods. It can therefore be argued that the reason for the above finding is that the managerial-level employees may have been aware that their organisations do not only use one off-the-job training method. Hence, different training methods can be used to cater for the different individual training needs of the managerial-level employees and this may be the reason why the item would have no strong influence on their decision to leave (Nel *et al.,* 2004:441).

Training and development enables organisations to further develop their managerial-level employees' skills and knowledge on how to effectively perform their tasks and duties in the organisation as this may the reason why this item had a potentially strong influence on their decision to leave. Managerial-level employees' intentions to leave were strongly influenced

by the lack of training and development in their areas of expertise and this was confirmed by the current study's results.

The study findings on the level of influence job satisfaction has on managerial-level employees' intentions to leave their organisations will be presented in the next section.

5.3.7: To establish the level of influence job satisfaction has on managerial-level employees' intention to leave their organisation

The research study findings in Table 22 depict that the CFST Job Satisfaction Total mean score was 13.91, given the minimum and maximum scores were 6.00 and 20.00 respectively. This shows that the majority of the KZN managerial-level employees' intentions to leave their organisations are influenced by their level of job satisfaction and these findings were supported by the literature reviewed. "The weight of the evidence suggests that job performance leads to job satisfaction rather than the other way round. However, satisfaction is related to tenure, turnover, absenteeism and tardiness" (Stone, 2005:413). Therefore, if managerial-level employees are not satisfied with their job, their intentions to leave are more likely to be high and this is the reason why the lack of job satisfaction would influence their decision to leave their organisation. In the Total CFST sample mean rankings the CFST Job satisfaction was ranked number 4.

In the literature reviewed it was mentioned that when the working environment is no longer conducive, employees' intentions to leave are more likely to increase. "An emerging school of thought regards turnover as simply one among many alternative responses to dissatisfaction and maintains that prevailing theories of turnover are considering surface variables instead of the behavioral patterns that represent broader theoretical constructs" (Hulin, 1991 cited in Hom and Griffeth, 1995:130). According to results in Figure 63, the majority of the respondents (80.2%) reported that job dissatisfaction would have a strong influence on their decision to leave. 'Job dissatisfaction' was also one of the 5 items stated by twenty of the respondents that would influence their decision to leave their organisations as depicted in Table 27.

From the results outlined in Figure 64 it was seen that the majority of the respondents (79.2%) reported that the lack of respect and fair treatment in their organisation would have a strong influence on their decision to leave their current organisations. "Enterprises perceived to be just are likely to be able to attract and retain the best employees, reduce stress and conflict in the workplace and create organisational cultures that promote efficient and satisfying

workplaces" (Brewster *et al.,* 2008:179). Furthermore, 'racism' was also stated as one of the 5 items that would influence the respondents' decision to leave and this was depicted in Table 27. Therefore, the literature links with the above findings as the managerial-level employees are willing to stay working for an organisation that respects and treats them fairly.

Similarly, Table 27 depicts that the 'lack of equity or fairness at the workplace' had a frequency of 6 and was stated by the respondents as one of the 5 items that would influence the managerial-level employees' decision to leave their organisation. Results in Table 27 depict that only one respondent stated that the 'lack of equity in the workplace' was an additional factor that would significantly influence his decision to leave his current organisation. Equity at the workplace is crucial and can be in various forms. Internal equity is the treatment of managerial-level employees equally within the organisation with regards to the allocation of tasks, levels of remuneration they receive, the way discipline procedures are implemented and lastly the way top management communicates with them (Hunter, 2008:133). An example would be a managerial-level employee who receives the same amount of income as others but he or she is doing more work. This may be perceived to be unfair and the managerial-level employee might even try to correct this inequity through having a negative attitude towards work, high absenteeism and eventually deciding to leave (French, 1994:109). The literature supports the above-mentioned findings that lack of equity would influence the managerial-level employees' decision to leave the organisation.

Two of the respondents, as depicted in Table 25, cited 'racial inequality' as a factor that would influence their decision to leave their organisations. The findings relate with the literature. "While the South African workforce is increasingly becoming diversified, discrimination is still a problem. In fact, various surveys report that discrimination still exists in organisations and many South African workers still experience employment discrimination" (Grobler *et al.,* 2002:52). Therefore, racial inequality leads to the creation of an unhappy work environment, which results in this factor influencing the managerial-level employees in their decision to leave.

The literature identified that a workplace is not conducive to a good work environment if managerial-level employees have co-workers who are complainers and who perceive everything as wrong, employees who only do enough work to secure their jobs with no extra effort, employees who consistently disagree with management, resist change initiatives and who do not support their co-workers (Blake, 2006:9). This may result in some employees accepting their colleagues' bad attitude or simply ignoring them and continuing to focus on achieving their targets. Based on the results in Figure 65, it was seen that only 44.3% of the

respondents reported that co-workers who have a bad attitude in their organisations would influence their decision to leave their current organisations. Table 27 depicts that only one respondent stated that 'negative attitude from co-workers' was an additional factor that would have a significant influence on his decision to leave his current organisation. This issue was therefore not identified as having a significant influence on this group of employee's potential intentions to leave the organisation.

Furthermore, from Figure 66, it was seen that only 47.2% of the respondents reported that working with co-workers who do not support each other item would have an influence on their decision to leave their current organisations. Some of the managerial-level employees are able to cope and progress with their careers without the support of their colleagues and this may be one of the reasons why the majority of them in the study would be little influenced by this item on their decision to leave.

Thus, when the managerial-level employees are not happy at the workplace and things are not the way they should be, their levels of job dissatisfaction are more likely to be high which leads to them having increased intentions to leave. South African organisations that do not respect and treat their managerial-level employees equally or fairly are more likely to experience high employee turnover rates and this is confirmed by the current study's results. However, issues such as co-workers who have a bad attitude, do not have a significant influence on the managerial-level employees' decision to leave their organisation.

Study findings of how the managerial-level employees are influenced to leave their organisations by the completion of their MBA degrees will be discussed in the following section.

5.3.8: To determine the influence of having an MBA on managerial-level employees' intentions to leave their organisations

As depicted in Table 23 regarding the completion of an MBA degree, the mean score was 2.72 which was high, with the minimum score being 1.00, whilst the maximum score was 4.00. The results show that when managerial-level employees complete their MBA degree they are more likely to leave their current employers and this relates to the findings of a study conducted by Sandweiss and Lewin (2000). The 'achievement of an MBA degree' was also stated by one respondent as of the 5 items that would influence his decision to leave his current organisation as shown in Table 27. Sandweiss and Lewin's (2000:38) study results indicated that managerial-level employees, when they complete furthering their studies, want

to progress their careers and obtain an opportunity to practice their newly acquired skills. "A banker who was moving into management consulting commented, 'I just knew that since I had the MBA, that I would be ready to move on to bigger and better things'" (Sandweiss and Lewin, 2000:38). After completing their MBA degrees, the respondents will become more marketable in the South Africa and international job market and this results in the managerial-level employees having high intentions to leave to work in other organisations that may offer them better opportunities. In the study findings, the CFST MBA was ranked number 6 in the Total CFST sample mean rankings and therefore did not have a particularly strong influence on employees' potential intention to leave their organisations.

It was concluded that the managerial-level employees would be influenced in their decision to leave on completion of their MBA degree even though this item does not have a significant influence based on the CFST MBA mean rankings. The completion of their MBA degrees will make them more attractive to employers.

The following section will cover the study findings on the level of intention KZN managerial-level employees have towards working in countries other than South Africa and working in regions other than KZN and factors influencing this.

5.3.9: To determine the level of intention KZN managerial-level employees have towards working in countries other than South Africa and working in regions other than KZN and factors influencing this

The results in Table 24 depict that the CFST Countries mean score was 16.96 which is high, with the minimum score being 2.00 and the maximum score 28.00. This indicates that KZN managerial-level employees have high intentions of leaving their current SA organisations to go and work in other countries other than South Africa. The previously mentioned literature relates with the current study's findings. In the literature review chapter it was mentioned that for some of the less developed countries the 'brain drain' is becoming a significant problem as the emigration rates of managerial-level employees exceed 60% and some managerial-level employees are the ones who make key direct contributions to these developing countries' economies, for instance, engineers, IT specialists, and doctors (Burns and Mohapatra, 2008:20). From Figure 69 it was concluded that only 55.3% of the respondents reported that lower remuneration levels in KZN than offered by organisations in other countries, would influence their decision to leave their current organisations. The CFST Countries was ranked number 9 in the Total CFST sample mean rankings and therefore had the least potential impact on employees' intentions to leave their organisations.

According to results in Figure 70, a job offer in another country other than South Africa was reported by only 41.4% of the respondents as having an influence on their decision to leave their current organisation. It can be argued that, as previously mentioned in the literature review, with the rapid growth of the South African economy since its independence in 1994, some managerial-level employees prefer to stay in South Africa in order to fully capitalise on those opportunities to advance their careers (Hugh, 2008). Table 27 depicts that 'the opportunity to work overseas' had a frequency of only 3 as one of the 5 items that would influence the respondents to leave their current organisations. In the literature review chapter it was mentioned that the rate at which South Africa is losing skilled professionals is high and the emigration statistics seem to be underestimated. There have been over 2 522 advertisements over the past 5 years for doctors to be employed in developed countries such as the United Kingdom, New Zealand, Australia and Canada. In the advertisements, great career development opportunities, better lifestyles and high remuneration packages were included (Herman, 2007). However, the findings in this study do not indicate that this was a potentially strong trend in this sample of managerial-level employees.

From Figure 71 it was seen that only 39.1% of the respondents reported that higher living standards in countries other than South Africa would influence their decision to leave their current organisations. Interestingly, the above results contradict those found by the SAMP in mid 1998 with a targeted population of 725 skilled professionals. "Over two thirds of the sample said that they had given the idea of emigration some thought while 38% said they had given it a great deal of thought. Among the reasons cited for wishing to leave the country was the declining quality of life. Indeed, it is a common belief that the South African 'brain drain' is heavily driven by perceptions of deteriorating quality of life since the demise of apartheid" (Bhorat *et al.,* 2008:2). Therefore, it may be concluded that the standards of living in South Africa may have improved since 1998 and this may be the reasons why the item would have no strong significant influence on their decision to leave their organisation.

Study findings in Figure 72 depicted that only 40.5% of the respondents stated that the lack of legislation in other countries, such as affirmative action, would influence their decision to leave their current organisations. Interestingly, the current study findings contradict the literature. In the literature it is estimated that more than one million white South Africans have left the country over the past 10 years (Van Aardt, 2006). Therefore, the majority of the respondents in this study are not influenced by the lack of legislation such as affirmative action on their consideration to leave their organisations.

From Figure 73 it was concluded that only 41.9% of the respondents reported that better job security in other countries would have an influence on their decision to leave their current organisations. The available literature indicates that job security is when employees have assurance that they will not be retrenched or laid-off by their employer (Fisher *et al.*, 2003:725). However, it can be argued that with the global economic crisis almost all countries have been negatively affected, therefore even if the managerial-level employees were to emigrate to other countries, they may still be affected and this may be the reason why the item would not have a strong influence on their decision to leave. This is supported by the available literature. "The global and financial crisis that broke-out in the third quarter of 2008 has had devastating consequences for national economies, enterprises and workers in industrialized and developing countries. The International Labour Organisation (ILO) has promptly reacted by studying its consequences for employment and conditions of work. It estimated that 50 million jobs could be lost by the end of 2009" (Awad, 2009:5).

According to the results in Table 27, only five of the respondents stated 'lack of job security' as one of the 5 items that would influence their decision to leave their organisation. The above findings relate to the literature. "The most significant change in the new work environment is the lack of job security offered to employees. In the old paradigm, an employee's current and future positions were very clear and predictable and this resulted in employee loyalty being fostered" (Brewster *et al.,* 2008:5). Thus, if the South African economy is unstable and other countries' economies are stable, the managerial-level employees' intentions to leave are increased as those countries will be able to offer them better job security.

Based on the results depicted in Figure 74, only 42.7% of the respondents reported that the 'high costs of living in South Africa' item would influence their decision to leave their current organisations. The above outlined findings contradict those found in the SAMP study mentioned in the literature. For instance, in the SAMP research study that was conducted to examine and assess the range of factors that contribute to skilled South Africans' desire to leave the country, it was found that one of the push factors mentioned by the skilled professionals was cost of living (Bhorat *et al.,* 2008).

According to the findings in Figure 75, more than half of the respondents (57.1%) reported that high crime rates in South Africa would influence their decision to leave their current organisations. This is supported by the previously reviewed literature. "In South Africa crime emerged as the most frequent reason for professionals leaving the country in a study released by Grant Thornton. More than 80% of these surveyed cited the high crime rate as a consideration for leaving South Africa permanently. No other factor received as many

responses" (Temkin, 2008).

"Companies in Gauteng continued to pay key staff better salaries than their regional counterparts" (West, 2008). This literature links with study findings presented in Figure 80. From results in Figure 76 it was seen that slightly more than half of the respondents (54%) reported that lower remuneration levels in KZN than offered by organisations in other provinces would influence their decision to leave their current organisations. Table 25 depicts that six respondents stated 'better remuneration in other provinces' as a factor unique to working in KZN that would influence their decision to leave their organisation and this relates to the literature. This may be attributed to the fact that some of the KZN organisations pay national market rates salaries thereby reducing the intentions to leave of the managerial-level employees.

Based on the results depicted in Figure 77, it was concluded that only 48.5% of the respondents reported that a job offer in another province other than KZN would have an influence on their decision to leave their current organisation. This may because the respondents' families are settled in KZN and to relocate to another province would be costly. Therefore, the managerial-level employees' intention to leave is reduced. In the study one respondent stated 'relocation to hometown' as one of the 5 factors that would influence him on his decision to leave his current organisation as depicted in Table 27. Thus, it was noted in the study findings that the managerial-level employees have low intentions to leave their organisations and work in other countries other than South Africa and this leads to a reduction of the 'brain drain' impact in KZN. Also, more than half of the respondents stated that they would not be influenced by job offers in other provinces other than KZN in their consideration to leave their KZN-based organisations.

It was concluded that the majority of the respondents would be influenced in their decision to leave by higher living standards in countries other than South Africa and the lack of legislation such as affirmative action. The majority of the respondents do not perceive better job security in other countries as having a potentially strong influence on their decision to leave.

The study findings of the factors unique to living and working in KZN influencing managerial-level employees' intention to leave their organisations will be covered in the following section.

5.3.10: To investigate the factors unique to living and working in KZN influencing managerial-level employees' intention to leave their organisations

The current study further explored the factors unique to living and working in KZN influencing managerial-level employees' intention to leave their current organisations and the frequencies of responses to this question were listed and presented in Table 25. Some of the factors listed in Table 25 had already been mentioned and integrated with the previously discussed similar study findings. According to Table 25 results, ten respondents stated 'better opportunities for growth and development in other provinces'. "A study released yesterday by talent management organisation Kelly confirms that Gauteng is the country's economic powerhouse and one of the largest economies in Africa" (West, 2008). The above literature supports that there are better opportunities for growth and development in other provinces other than KZN, for instance, many organisations have plants or offices located in Gauteng.

In the study, Table 25 depicts that five respondents stated 'the slow economic growth of KZN' as a factor that would influence their decision to leave. The literature identified that the global crisis has led to the South African manufacturing sector cutting 11 000 jobs in the 12 months up until March 2008 and many more jobs were cut in the automotive parts, accessories and engine assembly sector (Rand Merchant Bank, 2008:1). KZN is one of the provinces that has been affected and this may be one of the reasons for its slow economic growth.

Table 25 depicts that four respondents as stating that 'poor climate conditions' were a factor that influences their decision to leave. "For anyone living in Natal Midlands or to be politically correct, the KwaZulu-Natal area of South Africa, the last week of June 2007, will be remembered for many years to come. The extreme weather conditions experienced in the area, led to total devastation to many of the residents, mostly farmers and their staff" (Robson, 2007). The above literature supports the study findings that poor climatic conditions are a factor that influences the respondents to leave their organisations.

As shown in Table 25, only three respondents stated that 'work pressures are not as demanding' as a factor unique to KZN organisations that would influence their decision to leave. These results are supported by the study findings of the previously mentioned study conducted by Birt *et al.* (2004) at a financial institution and 64 talented employees participated in the research study that aimed to investigate the variables considered important by South Africa's talent. "In answering the question how long participants anticipated remaining with their organisation, most of the respondents stated that they would stay with

the organisation as long as they were challenged, enjoyed work and did not receive any better employment offers" (Birt *et al.,* 2004:28). This is further supported by another South African study by Kinnear and Sutherland (2000:24). "Knowledge workers need to work on exciting and challenging projects. One of the common causes of these employees leaving an organisation is boredom with the work they are doing" (Kinnear and Sutherland, 2000:34).

Four respondents stated that 'migration back to home town' is one of the factors that would influence their decision to leave their organisations. This may be because some of the managerial-level employees are originally from other provinces other than KZN and most of their relatives will most probably be located there thus making this item a more weighted deciding factor on the decision to leave. "In dual-career marriages, women are especially concerned about limiting their own careers to accommodate the transfer of their spouse" (Grobler *et al.,* 2002:145). As pointed out in the literature, a managerial-level employee might have been relocated to KZN and left behind his family in their hometown; therefore, another job opportunity closer or in their hometown will increase their intentions to leave.

Table 25 depicted that two of the respondents stated that 'crime levels are high' and would influence their decision to leave their organisation. The study findings are supported by the previously discussed literature on crime. "National statistics for 2006-2007 show that aggravated robbery crimes such as residential robberies increased 24.4%, car hijackings 6%, business robberies 52.2%, bank robberies 18.6% and cash in transit heists 21.9%" (Temkin, 2008).

Two of the respondents stated 'lifestyle' as a factor unique to KZN that would influence their decision to leave their organisations as depicted in Table 25. It can be argued that this could be attributed to the high cost of living and housing which may be viewed by some of the respondents as expensive and also the high HIV/AIDS infection rate in KZN, the highest in South Africa (Nicolay, 2008:4). One respondent stated that the lack of organisational management structure in KZN is a factor that would influence his decision to leave his organisation. Therefore, organisations should have formal management structures that clearly outline the reporting lines, functions and how things will be done in the organisation (Plunkett *et al.*, 2002:105).

According to results in Table 25, only one respondent stated that 'the provision of relocation allowances' would influence him or her to leave his or her organisation. "The average cost of relocating an employee within South Africa can be as much as R20 000. The costs include direct moving expenses, realtors' fees, temporary housing, travel allowances and assistance in

finding employment for spouses" (Grobler *et al.*, 2002:145). The literature clearly pointed out that it is expensive to relocate employees, hence organisations that provide relocation allowances will be able to influence their managerial-level employees' decision to leave their current organisations to other organisations located elsewhere.

Table 25 depict that only one respondent stated 'cultural differences' as a factor that would influence his decision to leave his KZN-based organisation. This may be due to the fact that South African organisations have a diverse workforce where cultural differences exist. Individual cultural differences can be in the form of language, dress code, values and the importance of time consciousness (French, 2003:669). For instance, language differences results in communication break down with colleagues which make it difficult for a managerial-level employee to work effectively. Therefore, the availability of better opportunities for growth and development in other provinces is one of the most unique factors that would influence the managerial-level employees in their decision to leave. KZN's poor climatic conditions have a potentially strong influence on the managerial-level employees' intention to leave and this is confirmed by the current study's findings. However, it seems plausible to conclude that KZN crime levels and cultural differences have the least potential significant influence on the managerial-level employees' decision to leave their current organisations.

In the study, further analyses were conducted and these will be discussed in the following section.

5.4 THREE MOST INFLUENTIAL CFST SUB-COMPONENTS ON RESPONDENTS WITH HIGH INTENTION TO LEAVE

In the current study, in order to further explore the ITL scores, the sub-sample of respondents that had an ITL Total score equal to or greater than 15 was selected (n=25) and a sub-sample with a strong PTL (n=16) had their total means ranked on these instruments. The three most influential CFST sub-components that emerged from the total sample mean rankings were as follows: CFST Career paths, CFST Management Style and CFST Rewards. These results were more clearly supported and given stronger evidence by the rankings of the high scoring samples of ITL and PTL which depicted the same three CFST sub-components. Therefore, the 3 most influential sub-components that were in the top 3 rankings of the high scoring ITL and PTL sub-sample were as follows: CFST Management style, CFST Career path and CFST Rewards and these were presented in Figure 78.

Figure 78: The 3 most influential sub-components on the ITL and PTL sub-sample

| CFST Career paths Strategies | ⇄ | CFST Management Style | → | CFST Rewards |
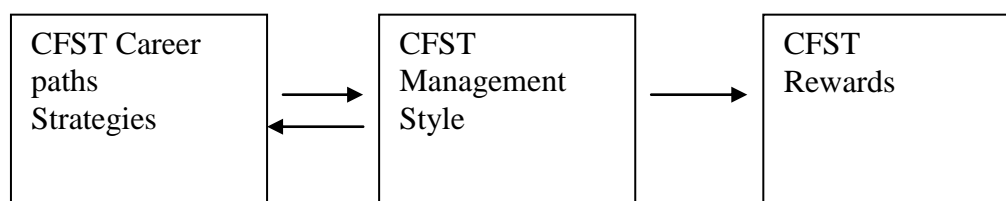
It is evident in Figure 78, management/leadership style is concerned with how the manager is able to persuade and motivate employees to do what is expected of them (Plunkett *et al.*, 2003:463). In both the ITL and PTL, high scoring sub-sample Management style was ranked number 1. This is supported by the literature. "A negative leadership incorporates coercion known as sanctions - fines, suspensions, terminations and the like. The manager who says "Do it my way or else" employs negative motivation" (Plunkett *et al.*, 2003:463). As previously discussed, knowledge workers need freedom to act independently; hence, if they begin to feel that their freedom is being restricted the managerial-level employees will feel demotivated and their intentions to leave are more likely to increase (Kinnear and Sutherland, 2000:25). This is clearly the case in the current study sample.

The sharing of decision-making authority with managerial-level employees is crucial as it enables the two or more participants solving the organisation's problems being able to formulate plans and strategies which result in the managerial-level employees feeling valued in the organisation (Plunkett *et al.*, 2003:464). CFST Career paths is one of the most influential sub-components on the managerial-level employees' decisions to leave their KZN-based organisations. In the ITL high scoring sub-sample it was ranked number 2 and in the PTL sub-sample ranking it was ranked number 3. The literature identified that career pathing enables organisations to effectively plan the sequence of steps managerial-level employees will follow in their career, that is, based on their qualifications, level of expertise and training (Schreuder and Coetzee, 2006:62).

As previously indicated in the literature, with career planning, a managerial-level employee has to first identify what they intend to achieve in the future, that is, potential career paths inside the organisation (Fisher *et al.,* 2003:749). Thus, if the current career-path strategies being used by KZN organisations do not provide career advancement opportunities to the managerial-level employees, there are more likely to have strong intentions to leave. Therefore, the ranking of this sub-component shows that the managerial-level employees value career success, not only being transferred to a higher position but also to be given the opportunity to acquire new skills and development that enables them to achieve their personal

career goals (Schreuder and Coetzee, 2006:64).

CFST Rewards is one of the 3 sub-components that would have the most influence on the managerial-level employees' decision to leave their current organisation. In the ITL high scoring sub-sample it was ranked number 3 and in the PTL high scoring sub-sample it was ranked number 2. The findings of CFST Rewards are supported by the literature. "While many factors may cause an employee to leave an organisation, inadequate compensation is often the cause of turnover" (Grobler *et al.*, 2002:384). Managerial-level employees with appropriate working experience, tertiary qualifications and training, at the same time having a high performance rating, are more likely to be motivated by both intrinsic and extrinsic rewards that relate to their performance and skills (Grobler *et al.*, 2002:385). Organisations that do not recognise their managerial-level employees' high performance are more likely to have reduced work morale and high intentions to leave. Thus, the current study indicates that dissatisfaction with both intrinsic and extrinsic rewards has a potentially significant influence on the managerial-level employees' decision to leave their current organisations.

Thus, South African organisations that do not involve their managerial-level employees in their business decision making and have managers who use the authoritative leadership style are more likely to have managerial-level employees' with high intentions to leave as these are some of the items that formed the management/leadership style sub-component. These findings also relate to the previously mentioned literature which pointed out that there is no doubt that managerial leadership and supervision have an important impact on motivation, employee loyalty, flexibility and satisfaction of employees (Swanepoel *et al.,* 2000:391). Career-path strategies being used by organisations should enable managerial-level employees to achieve their personal career goals to reduce the managerial-level employees' intentions to leave. These findings relate to the previously reviewed literature. "The new power-base in the labour market is a group of employees referred to variously as 'knowledge workers' or 'talent'. These are employees who have embraced the new career model, which matched their needs for greater career freedom and who have sought-after knowledge and skills that place them in demand by organisations" (Birt *et al.,* 2004:25).

South African organisations that provide poor intrinsic and extrinsic rewards are more likely to experience high employee turnover as this sub-component in the current study had the most influence on the managerial-level employees' decision to leave. These findings relate to the findings of a South African research study conducted by Kinnear and Sutherland (2000:109) which determined that competitive remuneration package was ranked number 1 out of 10 as the most preferred retention strategy by knowledge workers. This shows that the South

African managerial-level employees need to earn competitive intrinsic and extrinsic rewards in order for them to be able to have reduced intentions to leave and be able to continue working for their current organisations for a longer time period.

In the study findings, the respondents were asked open-ended questions to explore the factors that would influence managerial-level employees to leave their South African organisations and these will be covered in the next section.

5.5 RESPONSES TO OPEN-ENDED QUESTIONS

The key findings from the open-ended questions have been integrated where appropriate to the similar questions in the previous section of this chapter. The ones that have not been commented on will be outlined in this next section. In order for the researcher to explore the different factors that would influence managerial-level employees to leave their organisations, the respondents were asked to state 5 factors that would influence their decision to leave. According to the results in Table 27, 'poor remuneration' was stated by seventy two respondents as one of the 5 factors that would influence them to leave their current organisations. "Sharing this view, employees often mention pay as being central to their quit decisions. Many exit surveys find that former employees often submit their resignations based on poor salaries or fringe benefits" (Donovan, 1980 cited in Hom and Griffeth, 1995:221). Hence, organisations that provide their managerial-level employees with poor remuneration are more likely to have high turnover rates as indicated by the above findings. The above results are in line with the findings in Table 26 which show that CFST Rewards was ranked number 3 as having a strong influence on the managerial-level employees' decision to leave their organisations.

In the study findings, 26 of the respondents stated 'poor management' as one of the 5 factors that would influence them in their decision to leave their organisation. These findings support the Total CFST mean rankings in which the CFST Management Style sub-component was ranked number 2. "Management then, is the planning, organising, leading and controlling of human and other resources to achieve organisational goals efficiently and effectively" (George and Jones, 2006:5). An organisation that is unable to plan how to achieve its goals, organise its resources and control the organisation's activities will have poor performance. An organisation's top management should make top decisions and strategies that enable it to obtain the support and attention of the managerial-level employees (George and Jones, 2006:7). Therefore, poor management is a factor that influences KZN-based managerial-level employees' decision to leave.

As depicted in Table 27, 'better job and position offer' was stated by twenty four of the respondents as one of the 5 items that would influence their decision to leave their organisations. The literature links with the above findings. "Job opportunities affect directly and not necessarily through intentions to quit. Presumably, most employees do not quit merely on the chance of finding an alternative (that is, because they perceive that alternatives are available) but actually when they secure job offers" (Michaels *et al.*, 1982 cited in Hom and Griffeth, 1995:79). Hence, the availability of job offers would influence the managerial-level employees' decision to leave.

The findings in Table 27 depict that seventeen of the respondents stated 'starting my own business' as one of the 5 factors that would influence their decision to leave their current organisations. Table 27 depicts that five respondents stated that 'the opportunity to start own business' was an additional factor that would significantly influence their decision to leave their organisation. These findings related with the literature as one of the key characteristics of successful entrepreneurs is to have vast industrial or business experience. The current study sample consists of such people with vast industrial or business experience and knowledge and therefore, are able to start and manage their own businesses (Scarborough and Zimmerer, 2006:24). In the literature review chapter it was pointed out that the South African government carried out a series of national policies such as Black Economic Empowerment (BEE) and has also established a Broad-Based Black Economic Empowerment Act, with one of its aims being to improve the participation of Africans in the South African economy. Therefore, with the existence of such government policies, managerial-level employees' intentions to leave their current employer may increase in order to start their own businesses (Finnemore, 2006:56).

Table 27 depicts that 'organisational politics' had a frequency of 9 as one of the 5 factors that would influence the respondents' decision to leave their current organisations. Similarly, the results in Table 27 depict that only one respondent stated 'organisational politics' as an additional factor that would significantly influence his or her decision to leave. "Organisational politics are the activities that managers (and other members of the organisation) engage in to increase their power and to use power effectively to achieve their goals and overcome resistance or opposition. Managers often engage in organisational politics to resolve conflict in their favour" (George and Jones, 2006:586). Thus, the study findings relate with literature as some of the managers in organisations tend to focus on enhancing their personal interests instead of those of the organisation and its employees. In doing so, managerial-level employees feel oppressed and disrespected at the workplace and therefore their intentions to leave to find an alternative job in an organisation with less organisational

politics increase. This may be one of the reason why nine of the respondents stated 'organisational politics' as a factor that would influence them to leave.

Nine of the respondents stated 'the need to change and explore other fields' as one of the 5 items that would influence their decision to leave their organisation. Table 28, depicts that three respondents stated that 'an employment offer in another sector after completing their MBA degree' was an additional factor that would have a significant influence on their decision to leave their current organisation. Interestingly, the current study findings link with those established by Sandweiss and Lewin's (2000:38) study which discovered that managerial-level employees desire career advancement opportunities that recognise their qualifications after they complete their degrees. "A banker who was moving into management consulting commented, 'I just knew that since I had [the MBA], that I would be ready to move on to bigger and better things'. In addition, many felt that they had plateaued in their current jobs and wanted to learn and grow in other areas. A section head of an engineering company who would begin a career in investment banking said, 'After a while you kind of get the hang of things… you kind of keep seeing similar things over and over again….'" (Sandweiss and Lewin, 2000:38). The above findings by Sandweiss and Lewin's (2000) study helps show that managerial-level employees may be interested in changing their career fields or organisation sectors and this was supported by the current study findings.

Table 27 depicts that six respondents stated 'the distance to travel to work' as one of the 5 factors that would influence their decision to leave their organisations. The reason for this is because their workplaces may be located far away, such that it takes a long time to arrive at work and also, due to the long distance, transport costs are high. As a result, this item would influence the respondents' decision to leave.

According to the results in Table 27, 'bureaucracy' had a frequency of 4 as one of the 5 factors that would influence the respondents' decisions to leave their organisation. As before, only four respondents stated 'bureaucracy' and this is supported by the literature. "It is now apparent that a bureaucratic organisation in its ideal form is heavily dependent on rules, procedures, well-defined duties, relationships and responsibilities" (Mckeena and Beech, 2002:44). The consequences of bureaucracy are further pointed out: "Scholars who studied the blueprint of classical bureaucracy felt it had a number of shortcomings. For example, it was felt that the pressure placed on the individual to act methodically and cautiously, with strict adherence to rules and procedures, could create a situation where the preoccupation with the means to the end becomes far more important than the end itself" (Mckeena and Beech, 2002:44). As previously discussed, managerial-level employees want to have freedom to act

at the workplace. Bureaucracy would deter them from having the freedom to act independently as they have to depend heavily on rules, procedures and well defined duties. Therefore, bureaucracy would influence the managerial-level employees in their decision to leave.

Three of the respondents stated that 'winning the lottery' was one of the 5 factors that would influence their decisions to leave their current organisation, as depicted in Table 27. According to Table 28 results, one respondent stated 'a lottery win' as an additional factor that would significantly influence his or her decision to leave. "We all dream of hitting the big one, or wish that we could fall into instant riches by simply choosing the right winning lottery numbers or allowing them to be randomly generated from a computerised lottery machine onto a little piece of paper, but it has often been said that we should be very careful about what we wish for as everything comes with a price, including winning the lottery, especially when it comes to winning millions of dollars" (Granato, 2006). Based on the above findings it can be argued that after winning the lottery, the respondents' desire to start their own business or doing something else that they are passionate about and that requires a huge amount of capital would influence their decision to leave their current employer. Another reason why respondents may be influenced in their decision to leave is the desire to retire early after winning a large amount of money in order to spend more time with their family and/or travel to different holiday destinations.

'Organisational restructuring' had a frequency of only 2 and was stated by the respondents as one of the 5 factors that would influence their decision to leave their organisation. Usually, when organisational restructuring takes place, organisations may downsize in order to save costs or right size, that is ensuring that the organisation has adequate staff to help achieve its goals and objectives (Grobler *et al.,* 2002:242). Table 27 shows that 'industry downturn' was stated by the respondents as one of the 5 factors that would influence their decision to leave and had a frequency of 2. The study findings link with the literature by Rand Merchant Bank (2008:1) previously discussed which contends that in the South African manufacturing sector 11 000 jobs were cut within the 12 months up to March 2008 and many more were cut in the automotive parts, accessories and engine assembly sector (Rand Merchant Bank, 2008:1). The above literature also supports the study findings depicted in Table 27 where two respondents stated 'industry downturn' as one of the 5 factors that would influence managerial-level employees to leave.

One of the respondents stated that 'lack of job enrichment' was one of the 5 factors that would influence his decision to leave. Job enrichment encompasses the adding of tasks and

accountability in a job and it helps enhance job satisfaction (Stone, 2005:163). "A survey of almost 100 research studies found job enrichment resulted in greater productivity, improved product quality, fewer employee grievances, improved worker attitudes, reduced absenteeism and labour turnover and lower costs" (Stone, 2005:164). Thus, the current study results relate to those of other research studies and a lack of job enrichment increases labour turnover. According to Table 27 results, one respondent stated that 'the lack of motivation' was one of the 5 factors that would influence employees to leave their current organisation. The above results are supported by the available literature. "Motivation (or lack of it) can be seen in absenteeism, labour turnover, productivity, quality and safety" (Stone, 2005:413).

One respondent stated that 'the lack of diversity' would influence his decision to leave his current organisation. The above results are related to the findings of another study by Birt *et al.* (2004) that involved 64 talented employees from a top financial institution in South Africa. The study aimed at identifying the variables important to this group of valued employees. One variable that is valued by the talented employees was diversity (Birt *et al.*, 2004:25). Thus, an organisation that does not recruit employees from different cultures, nationalities, gender and race will not be diversified and is more likely to have high turnover as, according to the literature, diversity is valued by managerial-level employees (Mckeena and Beech, 2002:280). In Table 27 results, one respondent stated that 'retirement' would influence his decision to leave. "The final mode of contract termination is retirement and this has the advantage for the employer that there is usually plenty of notice, so that succession arrangements can be planned smoothly" (Torrington, Hall and Taylor, 2005:197). As pointed out in the literature, retirement is the end of an employee's career and their employment contract is terminated when they reach retirement age. Therefore, this would influence their decision to leave their current organisation.

Further study findings of the additional factors that would influence the managerial-level employees in their decision to leave that are significant to their organisation will be discussed in the next section.

5.6 ADDITIONAL FACTORS THAT WOULD INFLUENCE YOUR DECISION TO LEAVE

In the study, the respondents were asked for additional factors that would have a significant influence on their decision to leave their employer. Some of the key findings from the open-ended questions have been integrated with other questions. Those that have not been commented on they were covered in the next section.

198

Two of the respondents, as depicted in Table 28, stated that the 'lack of promotion if you are not African' was an additional significant factor they believed would influence their decision to leave their current organisation. The above findings relate with the previously mentioned literature. "In its broadest meaning the phrase affirmative action is now generally understood to refer to the practice of favourably considering an individual's status as a woman or as a member of a racial or ethnic minority group" (Starks, 1992 cited in Swanepoel *et al.,* 1998:153) . Hence the literature contends that as a result of legislation, such the Employment Equity Act (1997) and its tool affirmative action currently being used by South African organisations to recruit and promote employees who were previously disadvantaged, South African organisations are sidelining other racial groups. This may be de-motivating and also leads to high dissatisfaction if an employee who recently joined the organisation is given preference when it comes to promotion over an employee who has been employed by the organisation for a long time. This would influence some of the managerial-level employees to leave their current organisation (Swanepoel *et al.,* 1998:153).

Table 28 depicts that only two of the respondents stated that 'lack of trust' was an additional factor they believed would have a significant influence on their decision to leave their current organisations. "It has also been suggested by Herriot *et al.* (1998) that trust should be regarded as social capital - the fund of goodwill in any social group that enables people within to collaborate with one another" (Armstrong, 2006:220). Hence, if there is a lack of trust in an organisation, the managerial-level employees will not be able to work together to achieve the organisation's objective and the workplace in not a conducive working environment. The existence of the lack of honesty and openness by the organisation's top management, for instance, promising managerial-level employees a 10% pay increment the following year; if this does not happen, it creates mistrust between top management and managerial-level employees which leads to the managerial-level employees' intentions to leave being increased (Armstrong, 2006:221). The above literature supports the study findings depicted in Table 28 where one respondent stated that 'the lack of honesty and openness' was an additional factor he believed would have a significant influence on his decision to leave his current organisation.

One respondent stated that 'the desire to achieve personal goals' was an additional factor he believed would have a significant influence on his decision to leave the organisation. This may be attributed to the fact that some of the respondents have personal goals to rise at an accelerated rate up the corporate ladder and they may feel that they will be able to do so in other organisations; hence their intentions to leave are increased. Some of the respondents may have personal goals to retire early or start a business, as previously mentioned in the

chapter. In the study, differences in demographic variables were conducted and these will be covered in the following section.

5.7 EXPLORATION OF DIFFERENCES IN DEMOGRAPHICS IN RESEARCH VARIABLES

In the study, parametric tests such as the independent sample t-tests were conducted to check for differences between the mean scores of the males and females with respect to ITL, PTL and CFST factors that would influence them leaving their organisations. According to Table 30, it was found that there was a difference in respondents' CFST MBA scores and the number of employees. The statistics show that there is a significant difference here and perhaps a qualitative research study with the respondents will help to understand this finding in great detail.

In the study findings depicted in Table 30, there were differences between different marital status categories with respect to the Total CFST, CFST Rewards, CFST Management Style, CFST Career paths, CFST Training and Development and CFST Job Satisfaction. This was an interesting finding, especially in that it was the only demographic variable to be found to have a consistent impact on the research variables. The statistics in Table 31 show that married managerial-level employees' decision to leave their organisation would not be influenced by CFST Rewards and the single managerial-level employees would be influenced by the sub-component in their decision to leave their current organisation. Similarly, the divorced managerial-level employees would be influenced in their decision to leave their current organisation by CFST Rewards. It was found in the study that married managerial-level employees would be influenced in their decision to leave their KZN-based organisations by CFST Management Style and the single managerial-level employees would be influenced by the sub-component as depicted in Table 31. Similarly, the divorced managerial-level employees would be influenced in their decision to leave their current organisations by CFST Management Style.

The statistics in Table 31 show that CFST Career path would have a strong influence on married, single and divorced managerial-level employees' decision to leave their current organisation. Surprisingly, it was found that the married managerial-level employees would not be influenced in their decision to leave by CFST T&D; however, both single and divorced managerial-level employees would be strongly influenced in their decision to leave their current organisations by T&D. The study findings depicted in Table 30 show that the married, single and divorced managerial-level employees would be influenced in their decision to

leave their KZN-based organisations by CFST Job Satisfaction sub-component. These findings are difficult to interpret meaningfully given that there was not an opportunity to explore the reasons for the outcomes. Furthermore, there is not specific literature related to similar findings. As such, this could be an area of focus for future studies.

5.8 CONCLUSION

The current study has pointed out that the majority of the sample were predominantly males and the manufacturing sector employed the majority of the managerial-level employees as it was the second largest sector in South Africa after Gauteng as previously discussed. The managerial-level employees' intention to leave and propensity to leave indicated neither high nor low intentions to leave. The PTL findings showed consistency with those of the ITL. Thus, it was concluded that the managerial-level employees did not have a strong potential to leave their current KZN-based organisations. As previously discussed, this was as a result of the global crisis since there had been many job cuts in South Africa; hence the intentions to leave and the propensity to leave by the managerial-level employees had been reduced. Thus, it was concluded that the KZN managerial-level employees were strongly influenced in their decision to leave by management/leadership style, career-path strategies and rewards. The study conclusions and recommendations on how South African organisations can retain their managerial-level employees was covered in the following chapter.

CHAPTER 6: CONCLUSIONS AND RECOMMENDATIONS

6.1 INTRODUCTION

The previous chapter dealt with a discussion of the findings and how they relate to the literature. The following chapter provides conclusions on the current study and the limitations of the study. Recommendations were made to KZN-based organisations on how they can address some of the factors that had shown to have an influence on managerial-level employees' intentions to leave their organisations. In this way organisations may reduce the impact of the 'brain drain' and introduce more effective talent retention strategies.

6.2 SUMMARY OF KEY FINDINGS

The overall purpose of this study was to determine the incidence and the reasons associated with managerial-level employees' intentions to leave their organisations.

The study findings of the ITL depicted that the sample population was divided into two, that is, some of the respondents had strong intentions to leave and others indicated that they did have strong intentions to leave their current KZN-based organisations. Thus, there was no clear outcome although the Total ITL mean score was high, indicating relatively high intention to leave when considering the sample as a whole. In the study it was shown that the majority of the respondents had a low propensity to leave their current organisations as many of them reported that they still wanted to continue to work for their current organisations. The study findings indicated that there were quite a number of the respondents who had low intentions of actively looking for a new job in the next year, or who often thought of leaving and looking for a new job in the next year. At the same time there were also quite a number of respondents who had intentions to actively look for a new job in the following year and often thought of leaving their jobs. Given that the sample was divided in relation to the ITL findings, these findings therefore indicated that the potential 'brain drain' in KZN was not as significant an issue as was the case in other parts of the country and globally.

However, despite the above findings respondents clearly indicated a number of factors that would influence their consideration to leave their organisation as measured by the CFST instrument. The current study found that the three CFST sub-components that had the most influence on the managerial-level employees' decision to leave were aspects of the CFST related to Career-path Strategies, Management Style and Rewards. The consistency of this

finding was further emphasised when focussing on the high scoring ITL and PTL sub-sample. In this case, these 3 components once again emerged as the components with the most significant potential influence on respondents' intention to leave their organisations. When analysing the findings from the open-ended questions of the CFST, once again it was evident that the three most influential factors that would influence managerial-level employees in their decision to leave were 'poor remuneration' which had a frequency of 72 and 'lack of career progression' which had a frequency of 33 and 'poor management' had a frequency of 26.

When considering the total sample of respondents, the first most important component of the CFST found to have an influence on the respondents' consideration to leave their organisations was the current 'career-path strategies' being used by KZN organisations. The following were the 3 most influential items in this component of the CFST:

- the poor use of performance criteria for promotion decisions with 84%,
- failure to achieve personal career goals with 83%, and
- the lack of a clear career path with 82.9%.

The next most significant factor identified by the total sample of respondents as having an influence on their consideration to leave their organisation was 'leadership/management style'. The following were the top 3 most influential items in this component of the CFST:

- the lack of progressive leadership which allows you to do things differently which had 81%,
- the lack of involvement in management and business decisions with 80.2%, and
- exclusion from decision making with 75%.

The third most important component of the CFST found to have an influence on the respondents' consideration to leave their organisations was both 'intrinsic and extrinsic rewards'. The following were the top 3 most influential items in this component of the CFST:

- the lack of recognition for your qualifications through the pay system with 86.8%,
- the lack of work-achievement recognition with 79.1%, and
- the lack of recognition of experience through the pay system with 78.8%.

Following this, the next most important component of the CFST found to have an influence on the respondents' consideration to leave their KZN-based organisations was 'job satisfaction'. The following were the 3 most important influential items in this component of the CFST:

- job dissatisfaction with 80.2%,
- lack of fair treatment with 79.2%, and
- lack of team and support with 57.3%.

However, it was also found in the study that there were 2 CFST job satisfaction sub-component items that did not have a strong influence on the managerial-level employees' consideration to leave their organisations and these included the following:
- co-workers with a bad attitude as it had a total score of 44.3%, and
- co-workers who do not support each other which had a total score of 47.2%.

The fifth most important component of the CFST found to have an influence on the respondents' consideration to leave their KZN-based organisations was 'training and development strategies'. The following were the 3 most important influential items in this component of the CFST:
- the lack of opportunities for development in their area of expertise with 84.9%,
- the lack of training and development opportunities with 71.4%, and
- thirdly, the lack of exposure to experts in their professions with 68.6%.

The sixth most important component of the CFST found to have an influence on the respondents' consideration to leave their KZN-based organisations was 'completion of MBA degree'. It was found that more than half of the respondents' (55.2%) were influenced by this sub-component. This means that the total sample population was divided into two groups with some of the respondents indicating that when they finish their MBA degree they were most likely to be influenced in their consideration to leave whilst on the other hand there is another group indicating that they would not be influenced by this item in their decision to leave.

In the current study the seventh most important component of the CFST found to have an influence on the respondents' consideration to leave their KZN-based organisations was 'work/life balance issues'. The following were the 3 most influential items in this component of the CFST:
- the lack of family/social life due to high work demand,
- lack of work/life balance assistance programmes in an organisation with 57.5%, and
- work and personal life conflict with 57.3%.

The CFST component ranked last was the one related to 'provinces and countries'. The following were the most influential items in this component of the CFST:

- high crime rates which had a total score of 57.1%,
- lower remuneration levels in KZN than offered by organisations in other provinces in South Africa had a total score of 55.3%, and
- lower remuneration levels in KZN than offered by organisations in other countries which had a total score of 54%.

In the open-ended questions of the CFST, it was found that the most influential factors unique to living and working in KZN on their decision to leave was 'better opportunities for growth and development' in other provinces which had a frequency of 10. The second factor that was stated by the respondents was 'better remuneration in other provinces' with a frequency of 6. Thirdly, 'poor climate conditions' and 'family reasons' were some of the factors stated by the managerial-level employees that would influence their intentions to leave their current organisations with a frequency of 4.

In the study, Pearson product moment correlations were computed and it was found that significant relationships existed amongst the following:
- Total ITL and:
    Total PTL ($r = .530$; $p<0.01$) and
    CFST Career paths ($r = .271$; $p<0.01$)
- Total PTL and:
    CFST Career paths ($r =.234$; $p<0.05$)

These findings indicated a statistically significant link between respondents' intention to leave their organisations (as measured by the ITL and PTL) and factors related to career-path strategies in an organisation.

A number of analyses were undertaken in order to determine whether demographic variables had any impact on the key research variables. The only demographic variable found to have a statistically significant influence on these variables was respondents' marital status. The study found that differences existed between the marital status group with respect to CFST Total, CFST Rewards, CFST Management style, CFST Career paths and CFST Training and Development. Further descriptive statistics conducted by the researcher found that the Total CFST does not have a strong influence on the married managerial-level employees' decision to leave. However, it was discovered that both single and divorced managerial-level employees were influenced by the Total CFST in their decision to leave their current organisations. The study findings indicated that married managerial-level employees would

not be influenced in their decision to leave their current organisations by CFST Rewards. In the study it was found that both single and divorced managerial-level employees would be influenced in their decision to leave their KZN-based organisations by CFST Rewards.

Interestingly, it was found that all married, single and divorced managerial-level employees would be influenced in their decision to leave their current organisations by CFST Management style. Similarly, the study findings showed that all married, single and divorced managerial-level employees would be influenced in their decision to leave their current organisations by CFST Career path. The study findings indicated that married managerial-level employees were not influenced in their decision to leave their current organisations by CFST T&D. However, it was found that both single and divorced managerial-level employees would be influenced in their decision to leave their current organisations by CFST T&D.

The results in Table 31 showed that the married, single and divorced managerial-level employees would be influenced in their decision to leave by CFST Job Satisfaction. Clearly, marital status had an influence on how respondents responded to the various components of the CFST scale. However, a meaningful interpretation of these findings is limited due to a lack of literature in this regard and the fact that follow-up interviews with the respondents were not part of the design of this study.

The following recommendations were possible strategies that South African organisations could use in order to reduce their employee turnover rate and retain their managerial-level employees.

6.3 RECOMMENDATIONS

Based on the findings of this study, the following recommendations to organisations were made:

6.3.1 Improvement on current career-path strategies

In the current study it was discovered that the current career-path strategies being used by South African organisations had a strong influence on respondents' decisions to leave their organisations. South African organisations can help improve their managerial-level employees current career progression ladders (that is, the charts that help map-out the upward or downward movement of their managerial-level employees from one job to another inside the organisation) by introducing dual ladders (French, 2003:285). For instance, in some professions, such as engineering, IT technicians and research and development scientists,

there are more technical tasks than managerial tasks and this has led to some organisations creating dual promotional opportunities. That is a managerial-level employee who is employed as a 'civil engineer' may be promoted to 'senior civil engineer' and as 'director of civil engineering' (French, 2003:285).

Organisations should ensure that their current career-path strategies are able to help their managerial-level employees identify the different potential career paths they can take in order to grow within the organisation and to identify their training and development needs to improve their skills and to achieve their personal career goals. South African organisations should make effective use of performance criteria for promotion decisions, provide career counselling to their managerial-level employees in order to help guide them in identifying and achieving their personal career goals and enable them to choose the right career path.

It is recommended that South African organisations should ensure that they establish task forces that would be responsible for managing the careers of managerial-level employees, that is, ensuring that new managerial-level employees who are top performers will be identified by the task forces (Noe, 2008:406). The task force will be responsible for organising and providing them with development opportunities including extrinsic rewards (pay, bonus and other benefits) and offering them career progression opportunities (Noe, 2008:406).

South African organisations should ensure that they make use of 'project careers', that is, teams of managerial-level employees who will be deployed to work in other organisations in order for them to develop their skills, knowledge and work experience (Noe, 2008:406). At a particular time an organisation may not have relevant job vacancies that help provide their employees with the relevant skills and career advancement opportunities; therefore, the employees may alternatively be sent as a team to other organisations that can offer them employment opportunities for a limited time period until the necessary vacancies are created within the organisation (Noe, 2008:406). The managerial-level employees will be provided with an opportunity to work on different projects outside their own organisations and learn new skills or knowledge that may help them improve their job performance in order to climb the corporate ladder. In so doing, the organisation's career-path strategies become more effective.

It was recommended that South African organisations should continuously implement management development. Management development encompasses the grooming of managerial-level employees for future managerial-level posts within the organisation and this is the stage where managerial-level employees acquire relevant working experience, abilities

and knowledge in order for them to be effective future managers of the organisation (Erasmus *et al.*, 2006:239). Also, management development enables managerial-level employees to improve their job performance and therefore helps prepare them to be productive upcoming leaders (Erasmus *et al.,* 2006:239).

6.3.2 Implementation of effective leadership/management style

South African organisations should make use of effective leadership as it was discovered in the current study that leadership/management style was the second most influential CFST sub-component on the managerial-level employees' consideration to leave their current organisations. Managers in organisations should first understand the meaning of leadership in order for them to effectively practice it. "The activity of getting people to move in directions, make decisions and support paths they would typically not have selected" (Brewster *et al.,* 2008:48).

South African organisations' top management should practice progressive leadership that allows managerial-level employees to have the freedom to act independently on the job as it was found that this greatly influences their decision to leave. It was also recommended that South African organisations' top management should use a democratic leadership style, that is, they should let the managerial-level employees participate in the business decision-making process because, if they do not involve them, they are more likely to feel less valued as some of the decisions affect them in their day-to-day work activities, for example, new product development initiatives, new safety and health procedures and how to improve working conditions. Democratic leadership reduces managerial-level employees' intentions to leave as it was discovered in this study that authoritative leadership style had a significant influence on the managerial-level employees' consideration to leave their current organisations. Thus, organisations need to invest in leadership development strategies. As previously discussed there is a saying that "People leave managers, not organisations" (Blake, 2006:2).

6.3.3 Offering of competitive remuneration packages

Both intrinsic and extrinsic rewards have an influence on an organisation's ability to recruit, retain talent and manage their employees' performance in their day-to-day work activities (Mello, 2002:328). It was recommended that South African organisations should offer their managerial-level employees competitive remuneration packages as it was found in the current study that extrinsic rewards have a strong influence on the managerial-level employees' consideration to leave their current organisations. The following model, Figure 79, was conceptualised by Mello (2002:329) and was further modified by the researcher and it helped illustrate how intrinsic and extrinsic rewards can be integrated to ensure an effective

remuneration system.

Figure 79: Modern Compensation System


```
CREATING              EXTRINSIC REWARDS:                      INTERNAL
COMPETENCY:           - Bonus, commission profit sharing       &
- Performance based   - Hourly wages                           EXTERNAL
pay                   - Base pay                               EQUITY
                      OPTIONAL BENEFITS:
                      - Paid holidays, sick days
                      - Health insurance, retirement plans, disability
                        insurance
                      - Life insurance, Tuition reimbursements,
                        dependent care, flexible work schedules
                        (telecommuting, flexitime)

RETENTION                                                     RECOGNITION:
POINTS &                                                      - Contingency
ACCOUNT                COMPENSATION SYSTEM                     - Frequency
- Long tenure

                      INTRINSIC REWARDS:
                      - Recognition: qualifications through the pay system
                                   : work performance
                      - Working conditions
                      - Challenging work
                      - Freedom to act on the job
```

Modified: Mello, 2002:329.

Figure 79 depicts that South African organisations should ensure that they make use of a compensation system that has both internal and external equity for its managerial-level employees. 'Internal' equity will help ensure that managerial-level employees are treated equally and paid according to their job grades and experience (Hunter, 2008:133). 'External' equity enables the organisation to determine what its rivals are paying their managerial-level employees and also the current market rates at both national and regional level so that they able to gauge their remuneration packages to make them more competitive (Milkovich and Boudreau, 1994:553). Figure 79 depicts that the recognition of managerial-level employees should be 'contingent on' their performance, especially when an employee accomplishes an

extra-ordinary task that makes an enormous contribution to the organisation (Nelson and Spitzer, 2003:23). South African organisations should ensure that they consistently recognise high work achievement and this should be a continuous process, not a once-off activity, for example, ceremonies to present 'employee of the year' certificates or prizes. This helps to boost the organisation's managerial-level employees' morale as they will become aware that the certificates or ceremonies indicate the organisation's total commitment to recognising and appreciating outstanding high work performance (Nelson and Spitzer, 2003:24). The recognition of high performance should be made 'sustainable' and this can be done through the recognition of managerial-level employees' qualifications and experience through the pay system (Nelson and Spitzer, 2003:24).

It was recommended that South African organisations should offer their managerial-level employees the extrinsic rewards as indicated in Figure 79, such as paid holiday, health insurance, retirement plans, disability insurance, life insurance, tuition reimbursements and flexible work schedules (Mello, 2002:329). As depicted in Figure 79, South African organisations should create a 'talent retention point system', that is, for each and every 6 months or year period a managerial-level employee works for the organisation, points will be allocated to their account and these points will be used for the allocation of bonuses and pay based on experience (Mello, 2003:327). Regarding the intrinsic rewards, as depicted in Figure 79, South African organisations should offer their employees the following: recognition of qualifications and work experience through the pay system, provision of conducive working conditions, challenging work and the freedom to act on the job. South African organisations should offer performance-based pay in order to 'create competency' amongst managerial-level employees.

6.3.4 Improvement of job satisfaction levels

In the current study it was discovered that job satisfaction has a strong influence on the managerial-level employees' consideration to leave their current organisations. "An employee derives interpersonal job satisfaction through interaction with peers, supervisors, subordinates and clients in the execution of the job" (Nel *et al.*, 2004:19). South African organisations should encourage social relationships in their organisations through organising extra activities such as departmental holiday trips, dinners and special fun days for playing games, for example, soccer or tennis. Thus, the development of social relationships will enable organisations to reduce the negative impact of employees with a bad attitude on other managerial-level employees and at the same time employees will more likely support each other in accomplishing their tasks and be able to work as a team.

It was recommended that South African organisations should redesign their managerial-level employees' jobs regularly. "This technique is known as job redesign or job enrichment. It is based on the premise that altering certain aspects of the job to satisfy employees' psychological needs will motivate workers to try harder to do a good job" (Fisher *et al.,* 2003:453). There are various methods an organisation can use to redesign a job and these were presented in Figure 80.

Figure 80: Job Redesign Methods
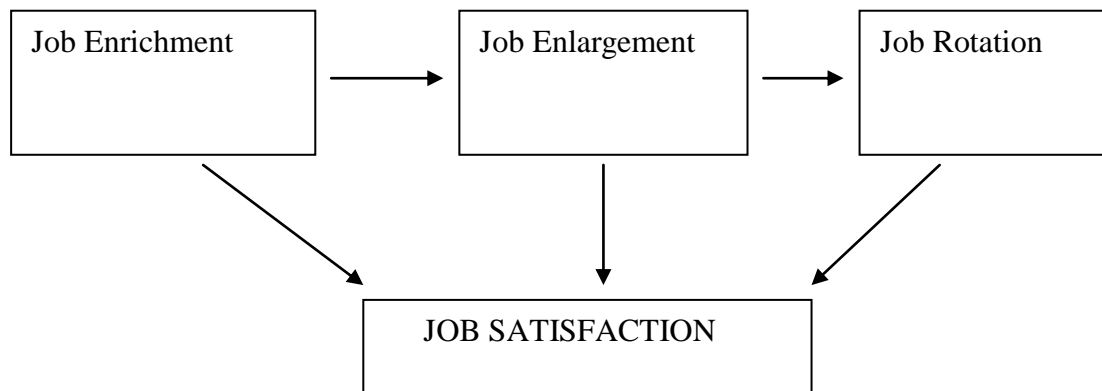
As depicted in Figure 80, job enrichment can be used to achieve job satisfaction. It involves the allocation of more tasks to managerial-level employees in order to allow them to have more control and freedom to act on the job (Marx, Rooyen, Bosch and Reynders, 2001:498). Job enlargement involves the increase of similar work tasks to those currently existing to be done by a managerial-level employee in order to help reduce the boredom of doing the same tasks repetitively (Marx *et al.*, 2001:498). "Job enlargement strategies have been more successful in increasing job satisfaction than have job rotation strategies" (Ferrell and Hirt, 2000:258). Figure 84 depicts that job rotation helps increase job satisfaction. "Job rotation allows employees to move from one job to another in an effort to relieve the boredom that is often associated with job specialisation" (Ferrell and Hirt, 2000:258). By being given a variety of work tasks, employees' boredom levels will be reduced and they will be able to acquire new skills that they can use to add more value to the organisation's goods and services (Ferrell and Hirt, 2000:258).

6.3.5 Provision of effective training and development opportunities
It was recommended that South African organisations provide more effective training and development opportunities for their managerial-level employees as this item would have an influence on their consideration to leave. South African organisations should make use of inviting experts in their managerial-level employees' areas of expertise in order to brief them

on how they can improve their day-to-day work activities and receive some expert advice on how to solve problems they may be facing in their work activities. This type of training is cost-effective as the employees will acquire new skills and knowledge through expert advice (Brewster *et al.,* 2008:294).

It was recommended that managerial-level employees should be trained and developed in their area of expertise so that they can improve their skills and add value to the organisation. "Development helps the individual to cultivate abilities and skills with which to accept future responsibilities rather than just those of the present job" (Marx *et al.*, 2001:489). Leadership coaching is a relatively new area in management leadership development that can be implemented by organisations to develop their managerial-level employees. Therefore, South African organisations should effectively develop their leaders in order for them to effectively perform their leadership roles and responsibilities (Day, 2000:518). "Coaching occurs around soft skills such as personal qualities and interpersonal skills that are related to leadership effectiveness rather than concentrating on the technical aspects of the job" (Battley, 2006 cited in Mahlawe, 2008:10). South African organisations should continuously conduct training needs assessments on their managerial-level employees in order to identify their areas of weakness and/or give them opportunities to train and develop so that they have updated skills and knowledge. There are three management development strategies that South African organisations should implement both on-the-job and off-the-job. These were presented in Figure 81.

Figure 81: Management Development Strategies
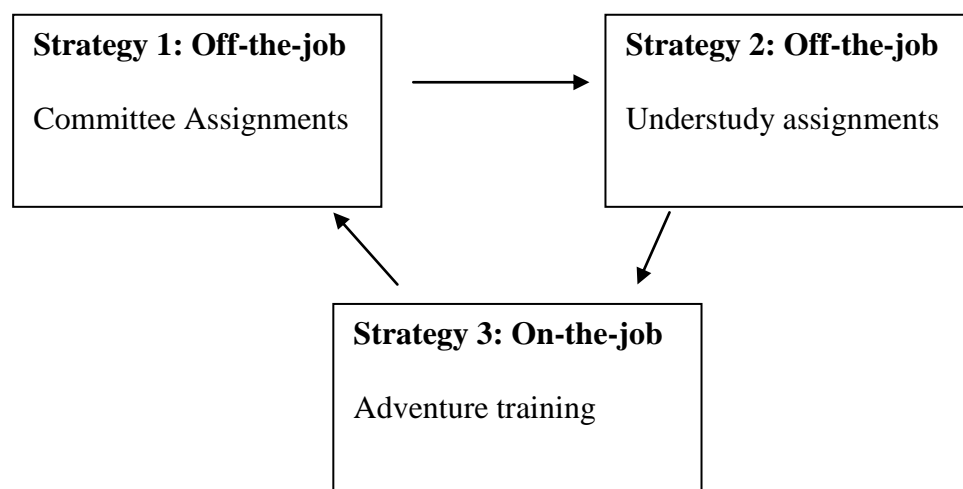
As depicted in Figure 81, the two off-the-job management development strategies that can be used by South African organisations are committee assignment and understudy assignments.

"Committee assignments are ideal for junior executives to observe more experienced managers in action, and enterprises frequently assign staff to committee assignments" (Erasmus *et al.*, 2006:249). This is another way managerial-level employees can develop their skills and knowledge. With understudy assignments, managerial-level employees will work alongside their senior managers on a regular basis so that they may be taught how to perfectly accomplish their job tasks (Erasmus *et al.*, 2006:249). However, when the manager is not present at the workplace, the managerial-level employee will be the one who will stand in, performing his or her basic duties and taking on responsibilities; by so doing, the employee will be developing his or her skills, experience and self-confidence on-the-job (Erasmus *et al.*, 2006:249).

Another off-the-job management development method South African organisations can use is adventure training depicted in Figure 85. It offers managerial-level employees physical and psychological challenges, for example, river rafting or sailing a yacht. The main purpose of this management development strategy is that it helps provide experiential learning, boosts self-esteem and teamwork amongst the managerial-level employees' (Erasmus *et al.*, 2006:249).

6.3.6 Effective management of work/life balance issues in organisations
The study showed that work/life issues would have an influence on the managerial-level employees' decision to leave, although they do not have a strong influence as factors discussed earlier. South African organisations should provide recreational facilities such as gyms, nurseries for managerial-level employees' children, canteens that offer healthy meals and libraries for employees to further their studies or use to conduct research on their different areas of interest. South African organisations should allocate budgets to help set up home offices for their managerial-level employees to enable them to do some of the extra work in the comfort of their home environment and family atmosphere. It was discovered in the study that the inability to work from home was one of the most influential factors in the managerial-level employees' decision to leave their current organisations. Organisations should consider implementing flexible work arrangements to help their managerial-level employees to achieve work/life balance. Another way organisations can improve their employees' work/life balance is through offering employees alternative workplace arrangements. "Move work to where people are, rather than people to where the work is" (Igbaria and Tan, 2001 cited in Hloma and Ortlepp, 2006:28). Alternative workplace arrangements enable the managerial-level employees to have flexible work arrangements and these are currently being made possible by the advancement in technology as employees will be able to conduct their day-to-day work tasks at different locations other than their traditional offices (Lei and Slocum, 2002 cited in

Hloma and Ortlepp, 2006:29). For instance, they can work on their mobile computers such as laptops with internet connection, cellphones or have access to video conferencing facilities at home for them to be able to participate in their organisations' meetings without being physically present at the meeting location (Lei and Slocum, 2002 cited in Hloma and Ortlepp, 2006:29).

6.3.7 Managing diversity

South African organisations should effectively manage their employee diversity. In the current study, when respondents were asked to identify the factors unique to KZN that would influence their decision to leave their organisations, it was found that 'cultural differences' and 'racial inequality' influence the managerial-level employees' decision to leave their organisations. A diverse workforce in an organisation will help to increase organisational efficiency, uplift self-esteem and enable managerial-level employees from different cultural backgrounds to socialise, mix with each other and learn what is acceptable or not in different cultures. This leads to the upliftment of team spirit in the organisation. "It means valuing diversity that is, valuing the differences between people and the different qualities they bring to their jobs which can lead to the development of a more rewarding and productive environment" (Armstrong, 2006:868). Thus, the management of differences amongst the employees will lead to the establishment of a conducive workplace where all the employees feel respected and appreciated in order for them to fully make use of their talents.

After reviewing various literature sources on how South African organisations can effectively retain their talent and reduce the negative impact of the current skills shortages, the researcher offers the following recommendations.

6.3.8 Becoming the 'employer of choice'

The 'war for talent' has become a global issue and in order for South African organisations to out-compete their global competitors in attracting and retaining their managerial-level employees with the necessary scarce skills, they should strive to be employers of choice. This helps improve the organisation's image as it will be perceived as one that hires quality employees, offers them job security and at the same time provides them with state-of-the-art work facilities (offices and technology) and learning opportunities (Boyd and Sutherland, 2005:10). Thus, KZN-based organisations, by moving towards being employers of choice, will be able to out-compete their competitors located in more economically advanced regions and/or countries such as Gauteng province and Britain in terms of attracting and retaining managerial-level employees as they will be able to reduce the incidence of high employee turnover rates.

6.3.9 Building the 'employer brand'

South African organisations should also implement 'employer branding', that is, positioning themselves as a 'great place to work' by both their current managerial-level employees, potential employees and other stakeholders (Boyd, 2007:1). Building an effective 'employer brand' requires the commitment of everyone in the organisation, from top management down to the lower level employees and this helps the organisation to focus on attracting, nurturing and retaining talent (Boyd, 2007:1). With 'employer branding', South African organisations will have to communicate the benefits they offer their managerial-level employees during their recruitment advertising campaigns in order for them to be informed about the various well-designed and psychological benefits they offer to their employees (Berthon *et al.*, 2005:154).

6.3.10 Implementation of 'rapid incorporation'

It is also recommended that South African organisations should implement 'rapid incorporation'. 'Rapid incorporation' will enable newly recruited employees to quickly adapt to their organisation's system through effective training and mentoring (Dychtwald *et al.,* 2006:109). The quicker the managerial-level employees achieve high work results, the more satisfied they are, hence their intentions to leave are reduced. This relates to the saying that, "first impressions last" (Dychtwald *et al.,* 2006:109).

6.3.11 Reducing the negative impact of skills shortages in South Africa

In order for South African organisations to reduce the negative impact of skills shortages they should resort to recruiting foreign nationals who meet the requirements of the governments 'scarce skills' list and even those whom they know can add value to their products, services and human capital base. In order for this alternative of skills supply to work effectively, South African organisations should ensure that they assist the foreign nationals in applying for work permits at the Home Affairs offices or South African embassies in their countries of origin through hiring immigration lawyers to submit their applications on their behalf and they should also assist them in paying for any other monetary costs they may incur in the process (Isaacson, 2007:27).

6.3.12 Offering employee assistance programmes

South African organisations should develop and offer employee assistance programmes focussing on their managerial-level employees' well-being challenges such as HIV/AIDS, home and work role conflict. (Finnemore, 2006:69). Focussing on HIV/AIDS organisations can offer their affected managerial-level employees special medical aid schemes to assist them with quality treatment and counselling in order for them to stay healthy for a longer

period of time and be able to continue to add value to the organisation's operational activities. South African organisations should organise educational workshops or seminars where medical experts are invited to educate managerial-level employees on how to stay safe and avoid being infected with HIV/AIDS and also assist those who are already infected on how they can improve or maintain their health.

6.3.13 Effective use of exit interviews

South African organisations should make more effective use of exit interviews in order to obtain information about the main reasons why their managerial-level employees are leaving as this can help the organisations identify the problem areas that need urgent management attention in order to increase their talent retention rates. Exit interviews should be conducted by employees other than the immediate manager to enable the leaving employees to fully cooperate, without the fear of jeopardising a future referee on their curriculum vitae (CV) as the immediate manager may be the reason why they are leaving the organisation; therefore, they may feel uncomfortable talking in such an interview (Swanepoel *et al.,* 2006:121). At times managerial-level employees may leave for reasons that could easily have been corrected by top management if they had been aware of them earlier in, for example, conflict with co-workers or conflict with immediate manager and many other reasons. It is within these exit interviews that information about problems with job tasks can be obtained and the organisations' management will have to think of new job redesign methods that they can use to improve their jobs (Swanepoel *et al.,* 2006:121). The conducting of exit interviews with managerial-level employees who are leaving an organisation is another method organisations can use to try to persuade them to stay working for the organisation

6.4 LIMITATIONS OF THE STUDY

Although the findings of this study have considerable value to the understanding of the reasons associated with the managerial-level employee potential to leave their KZN-based organisations, various limitations to this study are acknowledged. The limitations of the study include the following:

a) The current study focussed on one business school, that is UKZN (GSB) and therefore the researchers cannot generalise findings to all MBA students in South Africa. Furthermore, it cannot be generalised to all South African managers.

b) Descriptive exploratory designs result in the formulation of hypotheses that can be used for future research (Retief, 2009:38). Therefore, the next step will be to subject these hypotheses to statistical analysis. For instance, in the current study, the researcher only explored that T&D has a potentially strong influence on the MBA

students' intentions to leave their organisations. Future researchers can investigate this further statistically.

c) Due to some of the respondents coming late for their lectures, they were unable to complete answering the questionnaires leading to some of the questionnaires not being used during the data analysis process.

d) It must be noted that in the current study 140 questionnaires were distributed to the targeted population; only 115 questionnaires were collected back from the respondents of which 9 were spoilt or incomplete, thus only 106 questionnaires were used for the data analysis process.

e) The sample consisted mainly of 1st and 2nd year MBA students and a few 3rd year students who were still studying towards their 1st and 2nd year courses. At the UKZN (GSB), 3rd year students do not attend lectures as they are focussing on their dissertations: hence they were inaccessible. This was a limitation as the researcher could not fully explore all the UKZN (GSB) students' perceptions on the reasons associated with their intentions to leave their current KZN-based organisations.

f) The current study was quantitative and as a result the researcher could not conduct follow-up interviews to assist in the interpretation of some of the findings, for example, why married managerial-level employees would not be influenced in their decision to leave by CFST Rewards and why divorced managerial-level employees would be influenced by this same issue.

6.5 RECOMMENDATIONS FOR FUTURE RESEARCH

Based on the empirical findings of the study it is recommended that:

a) Future researchers should increase the sample size to compare the perceptions of MBA students in other regions as well.

b) Future researchers should investigate the relationship between job satisfaction and social relationships in organisations and how they reduce managerial-level employees' intentions to leave their current KZN-based organisations.

c) Future studies should explore the level of influence of marital status on employee retention as an area of possible research interest.

d) Researchers should adopt a triangulated research design in which both quantitative and qualitative data are collected using the questionnaire and interviews. The advantage of this is that it helps the researcher do follow-ups, especially if the need for more clarity on some of the responses the respondents have provided arises. For instance, in the current study it was found that both married and single managerial-level employees would be influenced by the current career-path strategies being used

by their organisations in their decision to leave. If the researcher conducted a qualitative study, the respondents could have been re-interviewed on why career-path strategies would strongly influence their decision to leave their KZN-based organisations.

6.6 CONCLUDING STATEMENT

The 'war for talent' has resulted in global organisations competing with local South African organisations for scarce talent and this has resulted in South African organisations adopting talent management strategies that enable them to properly manage their managerial-level employees and also to devise effective employee retention strategies that enable them to keep the scarce talent they already have, thus reducing turnover and the 'brain drain'. This study specifically focussed on the incidence and reasons associated with managerial-level employees' intentions to leave their KZN-based organisations.

In the study, both primary and secondary data were used. Primary data enables the researcher to obtain first-hand information in the actual field and secondary data enables the researcher to have a better understanding of the research study by referring to already established sources. Ethical considerations were also taken into consideration in this study, namely: obtaining ethical clearance from the university's research committee and the requesting of respondents to sign an informed consent agreement form before participating in the study. In the study, the findings were analysed and it was found that the response rate was high. The sample demographics showed that most of the respondents were males, the average age of the respondents was 34.16 years, English is the home language of the majority of the respondents and the majority of the respondents are employed in the manufacturing sector.

The sample population seemed to be divided into two, that is, some of the respondents showed that they have strong intentions to leave and others indicated that they do not have strong intentions to leave; thus, there seems to be no clear trend on whether the respondents will actively look for a new job in the next year or not. Hence, the trend is not obvious or clear and at times it is a bit contradictory. The findings showed that the three common CFST factors that would have a strong influence on the managerial-level employees' consideration to leave their current organisations were namely: management/leadership style, career-path strategies and rewards. Therefore, the 'war for talent' may be won by South African organisations if they give more attention to the above three common CFST factors and the recommendations suggested by the researcher in the current study. "Gone are the days organisations did not give much attention to employee development and career management,

conditions in the labour market, effectively managing compensation. In this 21st century organisations are now aware that in order for them to win the 'war for talent' they should strive to be employers of choice and increasing their talent retention rates"

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APPENDIX A

<u>INFORMED CONSENT DOCUMENT</u>

I, Rudolph Muteswa, am a student currently registered for the MCom degree in Human Resources Management at the Pietermaritzburg campus of the University of KwaZulu-Natal. A requirement for the degree is a dissertation and l have chosen the following topic:

"An investigation into the incidence and reasons associated with management employees' intentions to leave their organisations: Perceptions of MBA students in KwaZulu-Natal"

Please note that this investigation is being conducted in my personal capacity and does not reflect any plans of the university to conduct any similar research. I can be reached at muteswa@yahoo.com or 072 9936 363. My academic supervisor is Dr Ortlepp, based in the School of Management on the Pietermaritzburg campus of the University of KwaZulu-Natal. She can be contacted at ortleppk@ukzn.ac.za and her telephone number is 033 260 6168.

The purpose of this research is to investigate the incidence of managerial-level employees' intentions to leave their organisations: Perceptions of MBA students in KwaZulu-Natal. Factors unique to living and working in KZN will also be investigated in this research study. Due to the in-depth knowledge required to make a meaningful contribution to this study, current MBA students at the UKZN GSB have been selected to participate in the survey in order to provide the required information. Please note neither your name nor that of your organisation will be included in the research study. The information that will be submitted in the questionnaires will only be seen by me, the research supervisor and the examiner. Your anonymity is of utmost importance and will be maintained throughout the study.

Your participation in answering the questionnaire is completely voluntary and you are in no way forced to continue participating in the survey. You have the right to withdraw anytime during the study.

I appreciate the time and effort it will take to participate in this study. I would be very grateful for your participation as it would enable me to complete my dissertation and provide a significant contribution to how SA organisations can help reduce managerial-level employee turnover and be able to effectively retain their managerial-level employees. Please complete the section below:

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 anytime, should l so desire.

Signature of Participant…………………………………………………….

Date…………………………………………………………………………

QUESTIONNAIRE

Questionnaire Number ……………………………………………….

Section A: Demographic Details

PLEASE PROVIDE THE FOLLOWING DEMOGRAPHIC DATA BY PUTTING A MARK IN THE APPROPRIATE BOX

1. Gender: Male ☐ Female ☐

2. Marital Status: Married ☐ Single ☐ Divorced ☐ Widowed ☐

3. Home language: ……………………………………………………………

4. Number of dependants: ……………………………………………..

5. Age: ……………………………………………………………

6. Your current organisation's sector:

Information Technology ☐ Transport ☐ Education ☐

Banking ☐ Retail ☐ Insurance ☐ Manufacturing ☐

Tourism and Hospitality ☐ Public service ☐

Other: ……………………………………………………

7. Job title in your organisation: ……………………………………………………….

8. Length of service with this organisation: ……………………………………………

9. Number of employees in your organisation:

1 – 99 ☐ 100 – 199 ☐ 200 – 499 ☐ 500 – 999 ☐

1000 – 1999 ☐ 2000 – 3999 ☐ 4000 $>$ ☐

10. Highest level of qualification completed:

Diploma ☐ Bachelors Degree ☐ Honours Degree ☐

Masters Degree ☐ PhD Degree ☐

Other …………………………………………….

11. Year of MBA study: 1st ☐   2nd ☐   3rd ☐

Section B:

PLEASE FOLLOW THE DIRECTIONS BELOW IN ANSWERING THIS
SECTION

- Please answer the statements honestly and openly
- There are no right and wrong answers
- Please indicate your response by placing an X in the block depending on how
  you feel
- Please respond to all statements

Intention to Leave

1. How likely is it that you will actively look for a new job in the next year

1	2	3	4
Not likely at all	Somewhat likely	Quite likely	Extremely likely

2. I often think about quitting my job

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree

3. I will probably look for a new job in the next year

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree

Propensity to Leave Scale

1. If you were completely free to choose, would you continue working for your current

organisation?

1	2	3	4
Not likely at all	Somewhat likely	Quite likely	Extremely likely

2. How long would you like to stay in your current organisation?

3 – 6 Months ☐   6 – 12 Months ☐   2 – 5 years ☐   5 – 10 years ☐

10 – 20 years ☐   20 – 30 years ☐

3. If you had to quit your job for a while, would you return to your current organisation?

1	2	3	4
Not likely at all	Somewhat likely	Quite likely	Extremely likely

Section C:

Please fill-in your responses on the space below each question.

1. What 5 things would influence your decision to leave your current organisation?

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2. Are there any factors unique to working in KwaZulu-Natal that would influence your decision to leave your current KZN-based organisation? If yes, please list them.

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Part A:

Please indicate to what extent you agree that the following <u>factors influence your decision to leave your organisation</u> by placing a cross in one of the four columns under Part A. If for example you rate a factor as having a <u>highly significant influence</u>, it means that this factor would definitely influence your decision to leave your organisation.

Please read the following statements carefully and respond to them as honestly as possible, using the following scale:

1 = No Influence   2 = Little Influence

3 = Significant Influence   4 = Highly Significant Influence

	ITEM	No Influence	Little Influence	Significant Influence	Highly Significant Influence
1	Dissatisfaction with remuneration	1	2	3	4
2	Authoritative leadership style of your manager	1	2	3	4
3	Lack of a clear career path	1	2	3	4
4	Lack of training and development opportunities	1	2	3	4
5	Work and personal life conflict	1	2	3	4
6	Lower remuneration levels in KZN than offered by organisations in other provinces in SA	1	2	3	4
7	Job dissatisfaction	1	2	3	4
8	Completion of your Post-Graduate diploma	1	2	3	4
9	Pay based on commission only	1	2	3	4
10	Exclusion from decision making	1	2	3	4
11	External employee hiring policies	1	2	3	4
12	Lack of training on new technological systems	1	2	3	4
13	Lack of family/social life due to high work demand	1	2	3	4
14	Lower remuneration levels in KZN than offered by organisations in other countries	1	2	3	4
15	Lack of respect and fair treatment	1	2	3	4
16	Pay not linked to performance	1	2	3	4
17	Lack of progressive leadership which allows you to do things differently	1	2	3	4
18	Poor use of performance criteria for promotion decisions	1	2	3	4
19	Lack of opportunities for development in your area of expertise	1	2	3	4

	ITEM	No Influence	Little Influence	Significant Influence	Highly Significant Influence
20	Lack of work/life balance assistance programs in this organisation	1	2	3	4
21	A job offer in another province other than KZN	1	2	3	4
22	Co-workers who have a bad attitude about working in this organisation	1	2	3	4
23	Lack of work achievement recognition	1	2	3	4
24	Lack of involvement in management and business decisions	1	2	3	4
25	Lack of effective succession planning	1	2	3	4
26	Lack of exposure to experts in your profession	1	2	3	4
27	Lack of time for personal life outside of work	1	2	3	4
28	A job offer in another country other than SA	1	2	3	4
29	Co-workers who do not support each other	1	2	3	4
30	Poor working conditions	1	2	3	4
31	Lack of clear expectations and direction from your immediate manager	1	2	3	4
32	Lack of employee career counselling and workshops	1	2	3	4
33	Lack of fairness on how candidates are selected for training	1	2	3	4

	ITEM	No Influence	Little Influence	Significant Influence	Highly Significant Influence
34	Inability to work from home	1	2	3	4
35	Higher living standards in countries other than SA	1	2	3	4
36	Lack of team work and support	1	2	3	4
37	Lack of recognition for your qualifications through the pay system	1	2	3	4
38	An unapproachable manager	1	2	3	4
39	Failure to achieve personal career goals	1	2	3	4
40	Poor timing of training and development programmes	1	2	3	4
41	Lack of recreational facilities at work	1	2	3	4
42	Lack of restrictive legislation such as affirmative action in other countries	1	2	3	4
43	Lack of recognition for your experience through the pay system	1	2	3	4
44	An unfriendly manager	1	2	3	4
45	Ineffective on-the-job training methods	1	2	3	4
46	Lack of support from the organisation to deal with work/life balance challenges	1	2	3	4
47	Better job security in other countries	1	2	3	4
48	Lack of freedom to act on the job	1	2	3	4
49	Management's lack of	1	2	3	4

	ITEM	No Influence	Little Influence	Significant Influence	Highly Significant Influence
	consideration of employees' concerns				
50	Ineffective off-the-job training methods	1	2	3	4
51	Inflexible work time schedule	1	2	3	4
52	High costs of living in SA	1	2	3	4
53	Lack of challenging work	1	2	3	4
54	Management's lack of implementation of employees suggestions	1	2	3	4
55	High crime rates in SA	1	2	3	4
56	Dissatisfaction with fringe benefits	1	2	3	4

Part B:

57. Please add anything that you believe would have a **significant influence on your decision to leave your organisation** which you feel has not been covered in the questionnaire:

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APPENDIX D:

THE KOLMOGORV SMIRNOV TEST

H_0:the tested variables come from a Normal distribution
H_1:the tested variables do not come from a Normal distribution

	Normal Parameters (a,b)		Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)
ITL1	2.4717	1.19688	2.070	.000
ITL2	4.0943	2.12705	2.213	.000
ITL3	4.4717	2.16996	2.350	.000
PTL1	2.6792	1.05602	1.888	.002
PTL2	2.9320	1.21480	2.582	.000
PTL3	2.7736	.95900	2.321	.000
CFST1	3.0283	.88863	2.279	.000
CFST2	3.0189	.91528	2.424	.000
CFST3	3.2476	.85238	2.848	.000
CFST4	2.9619	.97983	2.355	.000
CFST5	2.6990	.96847	1.977	.001
CFST6	2.7059	1.08626	2.088	.000
CFST7	3.1226	.85860	2.523	.000
CFST8	2.7238	.98542	2.216	.000
CFST9	2.1143	1.11212	2.478	.000
CFST10	3.0673	.89513	2.308	.000
CFST11	2.4811	.96837	2.737	.000
CFST12	2.6509	.92626	2.192	.000
CFST13	2.8095	1.00092	1.993	.001
CFST14	2.6602	1.01512	1.917	.001
CFST15	3.2264	.88676	2.982	.000
CFST16	3.2170	.88377	3.020	.000
CFST17	3.2000	.78935	2.604	.000
CFST18	3.2075	.75235	2.478	.000
CFST19	3.2453	.80251	2.682	.000
CFST20	2.6981	.91724	2.105	.000
CFST21	2.4563	1.02686	1.900	.001
CFST22	2.4811	.88620	2.708	.000
CFST23	3.0857	.78586	2.532	.000
CFST24	3.1698	.83349	2.533	.000
CFST25	3.1038	.80391	2.579	.000
CFST26	2.8857	.88050	2.432	.000
CFST27	2.7075	.99491	2.013	.001
CFST28	2.3654	1.07086	2.244	.000
CFST29	2.4623	.83008	2.466	.000
CFST30	2.8774	.99238	2.643	.000
CFST31	2.9714	.88206	2.523	.000
CFST32	2.6415	.93797	2.119	.000
CFST33	2.8019	.87744	2.474	.000

	Mean	Std. Dev	Statistic	Sig.
CFST34	2.3113	.99870	3.105	.000
CFST35	2.3143	.93350	2.473	.000
CFST36	2.6893	.82876	2.278	.000
CFST37	3.2453	.72783	2.536	.000
CFST38	2.8857	.92315	2.078	.000
CFST39	3.1604	.79447	2.576	.000
CFST40	2.5943	.85944	2.435	.000
CFST41	2.2571	.92016	2.640	.000
CFST42	2.3491	.99563	2.382	.000
CFST43	3.0385	.78732	2.743	.000
CFST44	2.6286	.92255	2.438	.000
CFST45	2.5810	.91757	2.341	.000
CFST46	2.6792	.85687	2.556	.000
CFST47	2.3619	1.01075	2.165	.000
CFST48	2.8750	.92103	2.414	.000
CFST49	2.9714	.91417	2.616	.000
CFST50	2.4286	.88641	2.244	.000
CFST51	2.5377	.95792	2.093	.000
CFST52	2.4078	.97455	2.385	.000
CFST53	2.9714	.96533	2.317	.000
CFST54	2.7830	.91552	2.227	.000
CFST55	2.7619	1.13953	2.385	.000
CFST56	2.8750	.91043	2.126	.000
Total ITL	11.0377	4.87349	1.291	.071
Total PTL	5.4528	1.73003	1.375	.056
Total CFST	154.5755	25.94645	.685	.736
CFST Rewards	29.0849	5.27730	1.007	.263
CFST Mgt-style	26.5000	5.64885	.789	.562
CFST Careerpaths	17.8113	3.36682	1.098	.180
CFST T & D	22.0472	5.04151	.910	.379
CFST Work/life	20.5755	4.93182	.742	.641
CFST Countries	16.9623	5.20426	.755	.619
CFST Provinces	5.0865	1.83869	1.451	.060
CFST Jobsat	13.9057	2.85700	1.245	.090
CFST MBA	2.7238	.98542	2.216	.500
Total leave score	16.4906	5.97335	.930	.353

a Test distribution is Normal.
b Calculated from data.

APPENDIX E: Males and Females

		Levene's Test for Equality of Variances				Sig. (2-tailed)
		F	Sig.	t	df	
Total ITL	Equal variances assumed	1.860	.176	-1.316	104	.191

	Equal variances not assumed			-1.363	70.808	.177
Total PTL	Equal variances assumed	.085	.772	-1.279	104	.204
	Equal variances not assumed			-1.279	64.833	.205
Total CFST	Equal variances assumed	4.583	.035	-.035	104	.972
	Equal variances not assumed			-.031	48.044	.975
CFST Rewards	Equal variances assumed	2.904	.091	-.004	104	.996
	Equal variances not assumed			-.004	49.880	.997
CFST Mgt style	Equal variances assumed	1.409	.238	.037	104	.971
	Equal variances not assumed			.034	53.861	.973
CFST Careerpaths	Equal variances assumed	7.221	.008	-.457	104	.649
	Equal variances not assumed			-.389	45.509	.699
CFST T & D	Equal variances assumed	2.797	.097	-.098	104	.922
	Equal variances not assumed			-.090	52.671	.929
CFST Work/life	Equal variances assumed	3.778	.055	.066	104	.948
	Equal variances not assumed			.060	52.403	.952
CFST Countries	Equal variances assumed	.006	.937	.467	104	.642
	Equal variances not assumed			.461	62.711	.647
CFST Provinces	Equal variances assumed	.915	.341	.674	102	.502
	Equal variances not assumed			.647	59.026	.520
CFST Jobsat	Equal variances assumed	1.669	.199	-.378	104	.706
	Equal variances not assumed			-.345	52.368	.732
CFST MBA	Equal variances assumed	.578	.449	-1.143	103	.256
	Equal variances not assumed			-1.110	60.655	.271
Total leave score	Equal variances assumed	1.125	.291	-1.447	104	.151
	Equal variances not assumed			-1.497	70.667	.139

APPENDIX F

ANOVA: Number of employees

		Sum of Squares	df	Mean Square	F	Sig.
Total ITL	Between Groups	93.669	6	15.611	.644	.695
	Within Groups	2400.180	99	24.244		
	Total	2493.849	105			
Total PTL	Between Groups	13.964	6	2.327	.767	.597

	Within Groups	300.300	99	3.033			
	Total	314.264	105				
Total CFST	Between Groups	3627.952	6	604.659	.893	.503	
	Within Groups	67059.945	99	677.373			
	Total	70687.896	105				
CFST Rewards	Between Groups	292.600	6	48.767	1.835	.100	
	Within Groups	2631.636	99	26.582			
	Total	2924.236	105				
CFST Mgt style	Between Groups	191.378	6	31.896	1.000	.430	
	Within Groups	3159.122	99	31.910			
	Total	3350.500	105				
CFST Careerpaths	Between Groups	35.201	6	5.867	.503	.805	
	Within Groups	1155.025	99	11.667			
	Total	1190.226	105				
CFST T & D	Between Groups	163.175	6	27.196	1.075	.383	
	Within Groups	2505.590	99	25.309			
	Total	2668.764	105				
CFST Work/life	Between Groups	51.347	6	8.558	.339	.915	
	Within Groups	2502.549	99	25.278			
	Total	2553.896	105				
CFST Countries	Between Groups	159.943	6	26.657	.983	.441	
	Within Groups	2683.906	99	27.110			
	Total	2843.849	105				
CFST Provinces	Between Groups	5.189	6	.865	.245	.960	
	Within Groups	343.032	97	3.536			
	Total	348.221	103				
CFST Jobsat	Between Groups	72.400	6	12.067	1.522	.179	
	Within Groups	784.656	99	7.926			
	Total	857.057	105				
CFST MBA	Between Groups	14.009	6	2.335	2.631	.021	
	Within Groups	86.982	98	.888			
	Total	100.990	104				
Total leave score	Between Groups	117.272	6	19.545	.533	.782	
	Within Groups	3629.218	99	36.659			
	Total	3746.491	105				

Multiple Comparisons: MBA and Number of employees

		(I) employees	(J) employees	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
	LSD	1-99	100-199	.01389	.36824	.970	-.7169	.7446
			200-499	-.72348(*)	.34303	.037	-1.4042	-.0428
			500-999	.15833	.35460	.656	-.5454	.8620
			1000-1999	-.35985	.34303	.297	-1.0406	.3209
			2000-3999	-1.04167(*)	.33309	.002	-1.7027	-.3807
			>4000	-.18452	.26207	.483	-.7046	.3355
		100-199	1-99	-.01389	.36824	.970	-.7446	.7169
Dependent Variable			200-499	-.73737	.42345	.085	-1.5777	.1029
			500-999	.14444	.43287	.739	-.7146	1.0035

252

			Mean Difference	Std. Error	Sig.	Lower	Upper
		1000-1999	-.37374	.42345	.380	-1.2141	.4666
		2000-3999	-1.05556(*)	.41543	.013	-1.8800	-.2311
		>4000	-.19841	.36100	.584	-.9148	.5180
	200-499	1-99	.72348(*)	.34303	.037	.0428	1.4042
		100-199	.73737	.42345	.085	-.1029	1.5777
		500-999	.88182(*)	.41164	.035	.0649	1.6987
		1000-1999	.36364	.40172	.368	-.4336	1.1608
		2000-3999	-.31818	.39326	.420	-1.0986	.4622
		>4000	.53896	.33524	.111	-.1263	1.2042
	500-999	1-99	-.15833	.35460	.656	-.8620	.5454
		100-199	-.14444	.43287	.739	-1.0035	.7146
		200-499	-.88182(*)	.41164	.035	-1.6987	-.0649
		1000-1999	-.51818	.41164	.211	-1.3351	.2987
		2000-3999	-1.20000(*)	.40339	.004	-2.0005	-.3995
		>4000	-.34286	.34707	.326	-1.0316	.3459
	1000-1999	1-99	.35985	.34303	.297	-.3209	1.0406
		100-199	.37374	.42345	.380	-.4666	1.2141
		200-499	-.36364	.40172	.368	-1.1608	.4336
		500-999	.51818	.41164	.211	-.2987	1.3351
		2000-3999	-.68182	.39326	.086	-1.4622	.0986
		>4000	.17532	.33524	.602	-.4900	.8406
	2000-3999	1-99	1.04167(*)	.33309	.002	.3807	1.7027
		100-199	1.05556(*)	.41543	.013	.2311	1.8800
		200-499	.31818	.39326	.420	-.4622	1.0986
		500-999	1.20000(*)	.40339	.004	.3995	2.0005
		1000-1999	.68182	.39326	.086	-.0986	1.4622
		>4000	.85714(*)	.32506	.010	.2121	1.5022
	>4000	1-99	.18452	.26207	.483	-.3355	.7046
		100-199	.19841	.36100	.584	-.5180	.9148
		200-499	-.53896	.33524	.111	-1.2042	.1263
		500-999	.34286	.34707	.326	-.3459	1.0316
		1000-1999	-.17532	.33524	.602	-.8406	.4900
		2000-3999	-.85714(*)	.32506	.010	-1.5022	-.2121

* The mean difference is significant at the .05 level.

The significant differences within the number of employees and CFST MBA group are highlighted above.

APPENDIX G:

ANOVA: Job Titles

		Sum of Squares	df	Mean Square	F	Sig.
Total ITL	Between Groups	272.927	8	34.116	1.499	.168
	Within Groups	2185.034	96	22.761		
	Total	2457.962	104			
Total PTL	Between Groups	42.916	8	5.365	1.945	.062
	Within Groups	264.798	96	2.758		
	Total	307.714	104			
Total CFST	Between Groups	7818.866	8	977.358	1.529	.157
	Within Groups	61378.525	96	639.360		
	Total	69197.390	104			

CFST Rewards	Between Groups	218.322	8	27.290	.991	.448
	Within Groups	2642.669	96	27.528		
	Total	2860.990	104			
CFST Mgt style	Between Groups	311.762	8	38.970	1.255	.276
	Within Groups	2981.952	96	31.062		
	Total	3293.714	104			
CFST Careerpaths	Between Groups	127.269	8	15.909	1.474	.177
	Within Groups	1035.779	96	10.789		
	Total	1163.048	104			
CFST T & D	Between Groups	300.175	8	37.522	1.544	.152
	Within Groups	2332.815	96	24.300		
	Total	2632.990	104			
CFST Work/life	Between Groups	189.059	8	23.632	.962	.471
	Within Groups	2358.903	96	24.572		
	Total	2547.962	104			
CFST Countries	Between Groups	230.081	8	28.760	1.071	.390
	Within Groups	2576.967	96	26.843		
	Total	2807.048	104			
CFST Provinces	Between Groups	28.575	8	3.572	1.065	.394
	Within Groups	315.250	94	3.354		
	Total	343.825	102			
CFST Jobsat	Between Groups	84.931	8	10.616	1.387	.212
	Within Groups	734.631	96	7.652		
	Total	819.562	104			
CFST MBA	Between Groups	4.506	8	.563	.558	.810
	Within Groups	95.956	95	1.010		
	Total	100.462	103			
Total leave score	Between Groups	484.149	8	60.519	1.822	.082
	Within Groups	3189.241	96	33.221		
	Total	3673.390	104			

APPENDIX H:

ANOVA: Language Groups

		Sum of Squares	df	Mean Square	F	Sig.
Total ITL	Between Groups	285.321	10	28.532	1.227	.284
	Within Groups	2208.528	95	23.248		
	Total	2493.849	105			
Total PTL	Between Groups	10.853	10	1.085	.340	.968
	Within Groups	303.411	95	3.194		
	Total	314.264	105			
Total CFST	Between Groups	2486.916	10	248.692	.346	.966
	Within Groups	68200.980	95	717.905		
	Total	70687.896	105			
CFST Rewards	Between Groups	159.625	10	15.962	.549	.851

		Sum of Squares	df	Mean Square	F	Sig.
	Within Groups	2764.611	95	29.101		
	Total	2924.236	105			
CFST Mgt style	Between Groups	231.275	10	23.128	.704	.718
	Within Groups	3119.225	95	32.834		
	Total	3350.500	105			
CFST Careerpaths	Between Groups	35.665	10	3.567	.293	.981
	Within Groups	1154.561	95	12.153		
	Total	1190.226	105			
CFST T & D	Between Groups	252.841	10	25.284	.994	.454
	Within Groups	2415.923	95	25.431		
	Total	2668.764	105			
CFST Work/life	Between Groups	186.242	10	18.624	.747	.678
	Within Groups	2367.654	95	24.923		
	Total	2553.896	105			
CFST Countries	Between Groups	549.844	10	54.984	2.277	.019
	Within Groups	2294.005	95	24.147		
	Total	2843.849	105			
CFST Provinces	Between Groups	21.998	9	2.444	.704	.704
	Within Groups	326.223	94	3.470		
	Total	348.221	103			
CFST Jobsat	Between Groups	29.405	10	2.940	.338	.969
	Within Groups	827.652	95	8.712		
	Total	857.057	105			
CFST MBA	Between Groups	6.318	10	.632	.627	.787
	Within Groups	94.673	94	1.007		
	Total	100.990	104			
Total leave score	Between Groups	311.405	10	31.141	.861	.572
	Within Groups	3435.085	95	36.159		
	Total	3746.491	105			

APPENDIX I:

ANOVA: Marital Status

		Sum of Squares	df	Mean Square	F	Sig.
Total ITL	Between Groups	43.855	2	21.928	.913	.404
	Within Groups	2449.059	102	24.010		
	Total	2492.914	104			
Total PTL	Between Groups	.794	2	.397	.129	.879
	Within Groups	313.168	102	3.070		
	Total	313.962	104			
Total CFST	Between Groups	9169.477	2	4584.739	7.790	.001
	Within Groups	60027.913	102	588.509		
	Total	69197.390	104			
CFST Rewards	Between Groups	388.612	2	194.306	7.892	.001
	Within Groups	2511.235	102	24.620		
	Total	2899.848	104			

CFST Mgt style	Between Groups	341.281	2	170.640	5.965	.004
	Within Groups	2918.109	102	28.609		
	Total	3259.390	104			
CFST Careerpaths	Between Groups	168.279	2	84.139	8.546	.000
	Within Groups	1004.235	102	9.845		
	Total	1172.514	104			
CFST T & D	Between Groups	187.703	2	93.852	4.020	.021
	Within Groups	2381.059	102	23.344		
	Total	2568.762	104			
CFST Work/life	Between Groups	125.614	2	62.807	2.684	.073
	Within Groups	2386.614	102	23.398		
	Total	2512.229	104			
CFST Countries	Between Groups	87.297	2	43.648	1.644	.198
	Within Groups	2707.618	102	26.545		
	Total	2794.914	104			
CFST Provinces	Between Groups	4.346	2	2.173	.648	.525
	Within Groups	335.304	100	3.353		
	Total	339.650	102			
CFST Jobsat	Between Groups	91.408	2	45.704	6.402	.002
	Within Groups	728.154	102	7.139		
	Total	819.562	104			
CFST MBA	Between Groups	.939	2	.470	.482	.619
	Within Groups	98.407	101	.974		
	Total	99.346	103			
Total leave score	Between Groups	42.610	2	21.305	.587	.558
	Within Groups	3701.580	102	36.290		
	Total	3744.190	104			

APPENDIX J:

ANOVA: Organisational Sector

		Sum of Squares	df	Mean Square	F	Sig.
Total ITL	Between Groups	481.483	14	34.392	1.547	.111
	Within Groups	1955.895	88	22.226		
	Total	2437.379	102			
Total PTL	Between Groups	29.200	14	2.086	.646	.819
	Within Groups	284.256	88	3.230		
	Total	313.456	102			
Total CFST	Between Groups	8879.077	14	634.220	.908	.553
	Within Groups	61446.418	88	698.255		
	Total	70325.495	102			
CFST Rewards	Between Groups	245.341	14	17.524	.580	.874
	Within Groups	2657.261	88	30.196		
	Total	2902.602	102			
CFST Mgt style	Between Groups	546.275	14	39.020	1.237	.264
	Within Groups	2776.929	88	31.556		
	Total	3323.204	102			

CFST Careerpaths	Between Groups	144.878	14	10.348	.876	.586
	Within Groups	1039.239	88	11.810		
	Total	1184.117	102			
CFST T & D	Between Groups	408.497	14	29.178	1.147	.330
	Within Groups	2238.416	88	25.437		
	Total	2646.913	102			
CFST Work/life	Between Groups	375.135	14	26.795	1.092	.376
	Within Groups	2158.573	88	24.529		
	Total	2533.709	102			
CFST Countries	Between Groups	437.138	14	31.224	1.144	.332
	Within Groups	2400.862	88	27.283		
	Total	2838.000	102			
CFST Provinces	Between Groups	28.667	14	2.048	.562	.887
	Within Groups	313.531	86	3.646		
	Total	342.198	100			
CFST Jobsat	Between Groups	178.732	14	12.767	1.670	.077
	Within Groups	672.647	88	7.644		
	Total	851.379	102			
CFST MBA	Between Groups	5.099	14	.364	.338	.987
	Within Groups	94.824	88	1.078		
	Total	99.922	102			
Total leave score	Between Groups	653.944	14	46.710	1.354	.193
	Within Groups	3035.745	88	34.497		
	Total	3689.689	102			

APPENDIX K:

ANOVA: Educational Qualification group

		Sum of Squares	df	Mean Square	F	Sig.
Total ITL	Between Groups	157.437	4	39.359	1.688	.159
	Within Groups	2332.220	100	23.322		
	Total	2489.657	104			
Total PTL	Between Groups	14.794	4	3.698	1.236	.300
	Within Groups	299.168	100	2.992		
	Total	313.962	104			
Total CFST	Between Groups	2672.874	4	668.219	.983	.421
	Within Groups	68008.326	100	680.083		
	Total	70681.200	104			
CFST Rewards	Between Groups	121.101	4	30.275	1.080	.370
	Within Groups	2802.290	100	28.023		
	Total	2923.390	104			
CFST Mgt style	Between Groups	159.284	4	39.821	1.265	.289
	Within Groups	3148.564	100	31.486		
	Total	3307.848	104			
CFST Careerpaths	Between Groups	68.341	4	17.085	1.524	.201
	Within Groups	1121.221	100	11.212		
	Total	1189.562	104			
CFST T & D	Between Groups	106.734	4	26.683	1.045	.388
	Within Groups	2552.657	100	25.527		
	Total	2659.390	104			
CFST Work/life	Between Groups	74.536	4	18.634	.755	.557
	Within Groups	2467.521	100	24.675		

	Total	2542.057	104			
CFST Countries	Between Groups	28.990	4	7.248	.259	.904
	Within Groups	2798.400	100	27.984		
	Total	2827.390	104			
CFST Provinces	Between Groups	19.012	4	4.753	1.420	.233
	Within Groups	328.017	98	3.347		
	Total	347.029	102			
CFST Jobsat	Between Groups	38.121	4	9.530	1.170	.329
	Within Groups	814.508	100	8.145		
	Total	852.629	104			
CFST MBA	Between Groups	3.626	4	.907	.951	.438
	Within Groups	94.364	99	.953		
	Total	97.990	103			
Total leave score	Between Groups	242.823	4	60.706	1.734	.148
	Within Groups	3501.425	100	35.014		
	Total	3744.248	104			

APPENDIX L:

ANOVA: Year of MBA

		Sum of Squares	df	Mean Square	F	Sig.
Total ITL	Between Groups	33.311	2	16.656	.697	.500
	Within Groups	2460.538	103	23.889		
	Total	2493.849	105			
Total PTL	Between Groups	4.713	2	2.356	.784	.459
	Within Groups	309.551	103	3.005		
	Total	314.264	105			
Total CFST	Between Groups	1049.599	2	524.799	.776	.463
	Within Groups	69638.298	103	676.100		
	Total	70687.896	105			
CFST Rewards	Between Groups	28.816	2	14.408	.513	.600
	Within Groups	2895.420	103	28.111		
	Total	2924.236	105			
CFST Mgt style	Between Groups	42.845	2	21.422	.667	.515
	Within Groups	3307.655	103	32.113		
	Total	3350.500	105			
CFST Careerpaths	Between Groups	25.196	2	12.598	1.114	.332
	Within Groups	1165.031	103	11.311		
	Total	1190.226	105			
CFST T & D	Between Groups	36.792	2	18.396	.720	.489
	Within Groups	2631.972	103	25.553		
	Total	2668.764	105			
CFST Work/life	Between Groups	16.272	2	8.136	.330	.720
	Within Groups	2537.624	103	24.637		
	Total	2553.896	105			
CFST Countries	Between Groups	41.910	2	20.955	.770	.466
	Within Groups	2801.939	103	27.203		

	Total	2843.849	105			
CFST Provinces	Between Groups	.517	2	.259	.075	.928
	Within Groups	347.704	101	3.443		
	Total	348.221	103			
CFST Jobsat	Between Groups	2.635	2	1.318	.159	.853
	Within Groups	854.421	103	8.295		
	Total	857.057	105			
CFST MBA	Between Groups	.282	2	.141	.143	.867
	Within Groups	100.708	102	.987		
	Total	100.990	104			
Total leave score	Between Groups	42.450	2	21.225	.590	.556
	Within Groups	3704.040	103	35.962		
	Total	3746.491	105			

APPENDIX M:

Correlations of research variables

		Total ITL	Total PTL	Total CFST	CFST Rewards	CFST Mgt style	CFST Careerpaths	CFST T& D	CFST Work/life	CFST Countries	CFST Provinces	CFST Jobsat	CFST MBA
Total ITL	Pearson Correlation	1	.530(**)	.116	.091	.172	271(**)	.039	-.031	.032	.110	.063	.069
	Sig. (2-tailed)		.000	.238	.352	.079	.005	.694	.755	.748	.268	.520	.484
Total PTL	Pearson Correlation	.530(**)	1	.173	.051	.136	.234(*)	.088	.135	.155	.115	.144	.114
	Sig. (2-tailed)	.000		.077	.603	.163	.016	.369	.166	.112	.243	.142	.248
Total CFST	Pearson Correlation	.116	.173	1	853(**)	847(**)	834(**)	831(**)	681(**)	570(**)	392(**)	779(**)	352(**)
	Sig. (2-tailed)	.238	.077		.000	.000	.000	.000	.000	.000	.000	.000	.000
CFST Rewards	Pearson Correlation	.091	.051	853(**)	1	785(**)	675(**)	666(**)	449(**)	369(**)	.221(*)	707(**)	.239(*)
	Sig. (2-tailed)	.352	.603	.000		.000	.000	.000	.000	.000	.024	.000	.014
CFST Mgt style	Pearson Correlation	.172	.136	847(**)	785(**)	1	719(**)	725(**)	501(**)	.247(*)	.097	724(**)	.139
	Sig. (2-tailed)	.079	.163	.000	.000		.000	.000	.000	.011	.325	.000	.157
CFST Careerpaths	Pearson Correlation	271(**)	.234(*)	834(**)	675(**)	719(**)	1	742(**)	487(**)	316(**)	.243(*)	718(**)	370(**)
	Sig. (2-tailed)	.005	.016	.000	.000	.000		.000	.000	.001	.013	.000	.000
CFST T & D	Pearson Correlation	.039	.088	831(**)	666(**)	725(**)	742(**)	1	437(**)	360(**)	.220(*)	615(**)	.219(*)
	Sig. (2-tailed)	.694	.369	.000	.000	.000	.000		.000	.000	.025	.000	.025
CFST Work/life	Pearson Correlation	-.031	.135	681(**)	449(**)	501(**)	487(**)	437(**)	1	290(**)	.251(*)	534(**)	279(**)
	Sig. (2-tailed)	.755	.166	.000	.000	.000	.000	.000		.003	.010	.000	.004
CFST Countries	Pearson Correlation	.032	.155	570(**)	369(**)	.247(*)	316(**)	360(**)	290(**)	1	585(**)	.180	.209(*)
	Sig. (2-tailed)	.748	.112	.000	.000	.011	.001	.000	.003		.000	.064	.032
CFST Provinces	Pearson Correlation	.110	.115	392(**)	.221(*)	.097	.243(*)	.220(*)	.251(*)	585(**)	1	.104	306(**)
	Sig. (2-tailed)	.268	.243	.000	.024	.325	.013	.025	.010	.000		.294	.002
CFST Jobsat	Pearson Correlation	.063	.144	779(**)	707(**)	724(**)	718(**)	615(**)	534(**)	.180	.104	1	.234(*)
	Sig. (2-tailed)	.520	.142	.000	.000	.000	.000	.000	.000	.064	.294		.016
CFST MBA	Pearson Correlation	.069	.114	352(**)	.239(*)	.139	370(**)	.219(*)	279(**)	.209(*)	306(**)	.234(*)	1
	Sig. (2-tailed)	.484	.248	.000	.014	.157	.000	.025	.004	.032	.002	.016	

Total leave score	Pearson Correlation	.969(**)	.722(**)	.144	.089	.180	.289(**)	.057	.014	.071	.123	.093	.089
	Sig. (2-tailed)	.000	.000	.140	.363	.066	.003	.561	.885	.471	.214	.342	.365

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).