



**UNIVERSITY OF KWAZULU-NATAL**

**The effect of employee turnover on performance: A case study of the  
KwaZulu-Natal Department of Arts and Culture**

**A dissertation submitted in fulfilment of the requirements for the degree of  
Master of Commerce**

**College of Law and Management Studies**

**School of Management, Information Technology and Governance**

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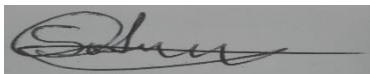
**Pietermaritzburg**

**2017**

## DECLARATION

I, Steve Mawere Ogony declare that

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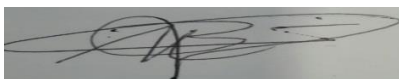


**Steve M Ogony**

June 2017

## SUPERVISOR

As the candidate's supervisor I have approved this thesis for submission.



**Dr B.K Majola**

June 2017

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Glory be to my Father in heaven, for the grace and power that he granted me to finish this work: it was not easy. Sincerely, I would like to honour the University of KwaZulu-Natal for affording me an opportunity to submit my work for examination and further thank my Supervisor, Dr B.K Majola for his valuable and unreserved support.

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Last, but not least I would love to express, from the bottom of my heart, my gratitude to my family: Mom, Dad, Brothers and Sisters, Cousins for their constant prayers, financial and emotional support. Without their love and support, I would have probably crumbled under pressure

## **DEDICATION**

This research work is dedicated to the Lord Almighty, My family: Mom (Lillian Odiyo), Dad (John Odiyo), Brothers (Brian and Eugene), Sister (Winnie Odiyo) and Cousins.

## ABSTRACT

Employee turnover influences both employees and the performance of an organisation. When employee turnover occurs in an organisation, the remaining employees have to acquire new skills. Organisations endure the loss of certain skills that are not easy to replace and bear the cost of recruitment and performance level equal to the person who has left the organisation. Employee turnover is a major component that destabilises the performance of organisations. Government departments in South Africa have been struggling with the issue of retaining skilled employees, as they have been moving to better paying corporate organisations in the private sector. When employees depart from an organisation, the remaining employees tend to perform additional work until another employee is recruited, which influences the performance of the organisation. The study aims to assess the effect of employee turnover on performance at the KwaZulu-Natal (KZN) Department of Arts and Culture (DAC) and make recommendations on how to reduce employee turnover and improve performance at the department. The study's objectives are to identify the factors that cause employee turnover and identify performance challenges faced by the DAC as a whole because of employee turnover. The study will benefit DAC and other government departments in South Africa to enhance performance.

The study is exploratory and descriptive in nature. The study undertook mixed methods approach, which is qualitative, and quantitative research design. For data collection, a structured questionnaire was used that comprised of closed-ended and open-ended questions, and 127 KZN DAC employees participated in the study. Statistical Package for Social Sciences (SPSS) and thematic analysis was used to analyse data.

The findings show that the causes of employee turnover at the DAC were a lack of career advancement, lack of promotion, unsatisfactory salary, unsatisfactory working conditions, and work stress. Additionally, the performance challenges were wastage of resources, reduction in work productivity, disruptions in service delivery, increased workload and spending too much time training new staff. The study recommended that the Department should improve on mechanisms of getting feedback from its staff members regarding problems that have been identified as causes of high staff turnover rates.

**Keywords:** Compensation, Involuntary, Organisation, Performance, Turnover, Voluntary.

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## LIST OF ACRONYMS

KwaZulu-Natal	KZN
Department of Arts and Culture	DAC
Human Resources	HR
Human Resource Management	HRM
United Kingdom	U.K
Chartered Institute of Personnel Development	CIPD

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## **CHAPTER 1: INTRODUCTION TO RESEARCH**

### **1.1 Introduction**

Employee turnover occurs when employees leave their current employment and recruitment of new employees takes place. When employees depart from an organisation, the remaining employees tend to perform additional work until another employee is recruited, which affects the performance of the organisation. Replacing employees who have left the organisation, becomes costly and destructive to service delivery. Employee turnover is a major component that destabilises the performance of organisations. Tariq, Ramzan & Riaz (2013) further expresses that government departments in South Africa have been struggling with the issue of retaining skilled employees, as they have been moving to better paying corporate organisations in the private sector. As a result, it is vital to observe employee turnover and find out why turnover occurs to make sure that adequate skills are accessible to meet the government department's goals and objectives (Pillay, 2011).

This chapter consists of subheadings such as the study background, research aims and objectives, research problem, research questions, the significance of the study, and layout of the study.

### **1.2 Background of the research**

Employee turnover in organisations, over the course of the last ten years, has received a wide consideration among academicians and professionals, and the centre of attention has been on comprehending the sources of employee turnover. Van Zyl (2011) express that employee turnover, and the adverse effect it has on performance is one of the most infuriating issues an organisation faces. Tariq, Ramzan & Riaz (2013) elaborate that the result of employee turnovers in any organisation is very catastrophic. Unequivocally, performance as an organisational practice is mostly influenced by employee turnover (Faulk & Hicks, 2016). In the present era organisations focus on attaining extraordinary performance targets, even though the business environment has become competitive and by concentrating on approaches that are likely to improve performance (Armstrong, 2016). Due to high employee turnover rates, it has become difficult for organisations in the present day to attain a high level of performance in relation to their performance targets.

According to Catalyst (2016), about 59 million employees in the United States of America (USA) left their employment in 2015. Furthermore, Obiero (2014) expresses that the medical



services segment in the USA would achieve a turnover rate at a level of 29% in the year 2020. The report entails that employee turnover would carry on being an issue in the years ahead. According to the Chartered Institute of Personnel Development (CIPD) (2016) in the United Kingdom (U.K), the average turnover rate is approximately 15% every year. However, it is different according to the type of industries. Furthermore, Schlechter, Syce & Bussin (2016) express that employee turnover is the biggest challenge faced by numerous organisations worldwide.

According to Journal of E-Governance (2010) in South Africa, the demand for talented employees has kept on expanding because of a maturing populace and a growing economy. Organisations are compelled to be in competition to entice and retain talented employees in an environment where there is a skill shortage (Schlechter, Syce, & Bussin 2016). Government departments in South Africa have been struggling with the issue of retaining skilled employees (Crous, 2012). Mabindisa (2013) states that a number of employees are leaving the public service in South Africa for better-paying organisations in the private sector. Furthermore, Schlechter, Syce, and Bussin (2016) express that in South Africa employees who have exceptional skills are in demand and are getting hard to source. In the present era, organisations have become very competitive. As a result, quality service is a key factor in having a competitive advantage (Satgoor, 2015). Employee turnover is turning into a serious Human Resource (HR) concern in all segments of the economy, since employee turnover influences performance, production and profits (Pillay, 2011). Additionally, it is costly to replace workers, recruiting skilled workers can be challenging, and investing in training can be expensive. Along these lines, as of now, in a competitive setting, employee turnover is not only an HR concern since it has an effect on organisations in a positive and negative manner (Faulk & Hicks, 2016).

Nzimande (2012) further reveals that employee turnover places an unnecessary burden on personnel in an organisation who are doing their regular duties. The staff that remain in an organisation encounter an expanded workload prompting low morale, abnormal level of anxiety, which results in workers being absent from work. Mote (2014) further supports the above by expressing that existing employees, also, need to perform extra work to compensate the work of the individuals who left the organisation. Nzimande (2012:13) states that “employees in all facet of life play a central role in ensuring that the organisation delivers on its mandates, if employees leave, meeting the organisational needs may have an adverse effect on the quality of service provided to service beneficiaries”. An organisation that loses its workers tends to result in low performance. A study conducted by Society for Human Resource

Management (2008) indicated that the cost of replacing personnel might be as high as 60% of a worker's yearly compensation, while the aggregate cost of supplanting which includes loss of productivity and training, can go from 90% to 200% of a worker's yearly pay. Organisations that experience high employee turnover tend to suffer performance wise.

According to KZNDAC (2017), the KwaZulu-Natal Department of Arts and Culture (KZNDAC) promotes, supports, develops and protects the Arts, Culture and Heritage of the province and the province's heritage sites, museums and monuments also fall under this ministry. The Department believes that arts and culture play a crucial role in nation building as well as in developing a new national identity reflective of our democracy. The Department's initiatives such as the Social Cohesion Programme ensure that people are proud of their diverse culture and heritage. To this end, KZNDAC (2017) affirms that the KwaZulu-Natal Department of Arts and Culture consists of different units that offer various types of services to the public, such as the Language Services Unit, Museum Services Unit, Arts and Culture Unit, Library Services Unit and Archives Unit.

According to KZNDAC (2017), the Language Services Unit fosters respect for linguistic rights as enshrined in the constitution, its core functions are; To provide translation and editing services to the provincial government departments and statutory bodies in the province's four main official languages; to provide interpreting services for meetings, conferences, misconduct queries, etc. Additionally, to conduct advocacy campaigns on the promotion of multilingualism and to develop and promote the writing of literature especially in the previously marginalised languages as a way of promoting literature development (KZNDAC, 2017).

KZNDAC (2017) furthermore asserts that the Museum Services' unit aim is to promote the preservation of our country's rich and varied cultural heritage by assisting in the development of local museums in KwaZulu-Natal and by raising their standards. Museum Services has 35 museums affiliated with it, all of which are open to the public. These museums receive financial assistance from the provincial government. It also provides smaller museums with professional and technical assistance in terms of research, art studio, museum conservation, restoration-display, design and manufacture facility and events marketing and outreach projects.

According to KZNDAC (2017), the KwaZulu-Natal Archives Unit is the custodian of documents, oral history maps and photographs that tell the province's history. KZN Archives came into existence with effect from 01 April 2001, regarding the KwaZulu-Natal Archives Act, Act 5 of 2000 Schedule 5 of the Constitution which provides for the provincialisation of

the archives. KZNDAC (2017) states that the KZN Archives is responsible for: acquisition, preservation, awareness and use of information that documents the history of our province; ensuring proper management and care of records in all spheres of government and documenting our province's experiences that were neglected in the past.

Furthermore, KZNDAC (2017) is of the view that due to the large geographical areas that the Archives service covers, the department runs three repositories to ensure service delivery. The KwaZulu-Natal Archives is headed by the Provincial Archivist based in the Head Office. The Deputy Manager and two Assistant Managers head each repository up. In addition, according to KZNDAC (2017), the Department of Arts and Culture Library Services provides services and support to affiliated public libraries throughout the province of KwaZulu-Natal. This affiliation forms the basis of a cooperative partnership between provincial and local government, each contributing to providing library services to communities so that the information and recreational needs of all people are catered for. KZNDAC (2017) asserts that the service consists of a central organisation based at the Head Office in Pietermaritzburg and cascaded to the Regional Library Depots in Northern, Western, Southern, and Eastern regions of the province. KZNDAC (2017) concludes that the services provided to libraries include library material in all formats (books, music, audiobooks, DVDs, videos, posters, gaming, toys and magazines), ICT and Information services and promotional items and projects.

KZNDAC Annual Report (2015/2016) states that the turnover rate at the department was at 8.7%. The turnover at the department is due to 17(45, 9%) employees resigning, 2(5.4%) died, 9 (24.3%) contract expired, 1(2.7%) dismissed for misconduct and 8(21.6%) retired. The primary objective of this study is to assess the effect of employee turnover on performance at KZN Department of Arts and Culture.

### **1.3 Statement of the problem**

Employee turnover has been a challenge for decades. Globally, some organisations have ignored the fact that employee turnover is a problem. While a few organisations have tried to comprehend what makes, employees leave their place of work and only a few have invested in solving the problem of employee turnover. Furthermore, Heathfield (2016) expresses that employee turnover can notably affect organisational performance and to decrease the turnover relies upon the entire work environment for workers. Organisations that accomplish the most diminishments in turnover and uphold those low levels are usually the ones where management makes it the primary concern (Linhartová, 2011). The retention of workers in the 21st century

is perceived as a challenge, due to workers regularly changing occupations and are uncertain about their future (Heathfield, 2016).

The KwaZulu-Natal Department of Arts and Culture is confronted with a high rate of employee turnover every year, which affects the performance of the department. From the year 2012 to 2016 hundred and ninety (190) employees have left the DAC. Out of the hundred and ninety (190) employees, hundred and fifty-nine (159) contract expired, resigned or transferred to another government department while the rest died or retired. When employees depart from an organisation, the remaining workers tend to perform additional work until another employee is hired, which affects the performance of the organisation. Employee turnover in an organisation elevates the cost of recruiting, selecting, training, and employment of temporary personnel (Mote, 2014). This research study outlines the extent of employee turnover at the KZN Department of Arts and Culture, while additionally expressing the influence of the identified employee turnover on the performance of the organisation. This study, therefore, will propose strategies or recommendations for reducing turnover and improving performance at the department.

#### **1.4 Aims and objectives of the study**

The main aim of the study and specific objectives are outlined below.

##### **1.4.1 The aim of the study**

The main aim of this study is to assess the effect of employee turnover on performance at the KZNDAC.

##### **1.4.2 Specific objectives of the study**

- To identify the factors that cause employee turnover at the KwaZulu-Natal Department of Arts and Culture.
- To explore which sections in the department that are mostly exposed to employee turnover.
- To identify performance challenges faced by the Department of Arts and Culture as a whole as a result of employee turnover.
- To identify strategies that can be adopted by the management of the department to reduce high employee turnover and improve performance.

#### **1.5 Research questions**

- ✓ What factors cause employee turnover at the KwaZulu-Natal Department of Arts and Culture?

- ✓ What sections in the department are mostly exposed by employee turnover within the KwaZulu-Natal Department of Arts and Culture?
- ✓ What are the performance challenges faced by the KwaZulu-Natal Department of Arts and Culture as a whole due to employee turnover?
- ✓ What strategies can be developed and implemented by the KwaZulu-Natal Department of Arts and Culture

### **1.6 Significance of the Study**

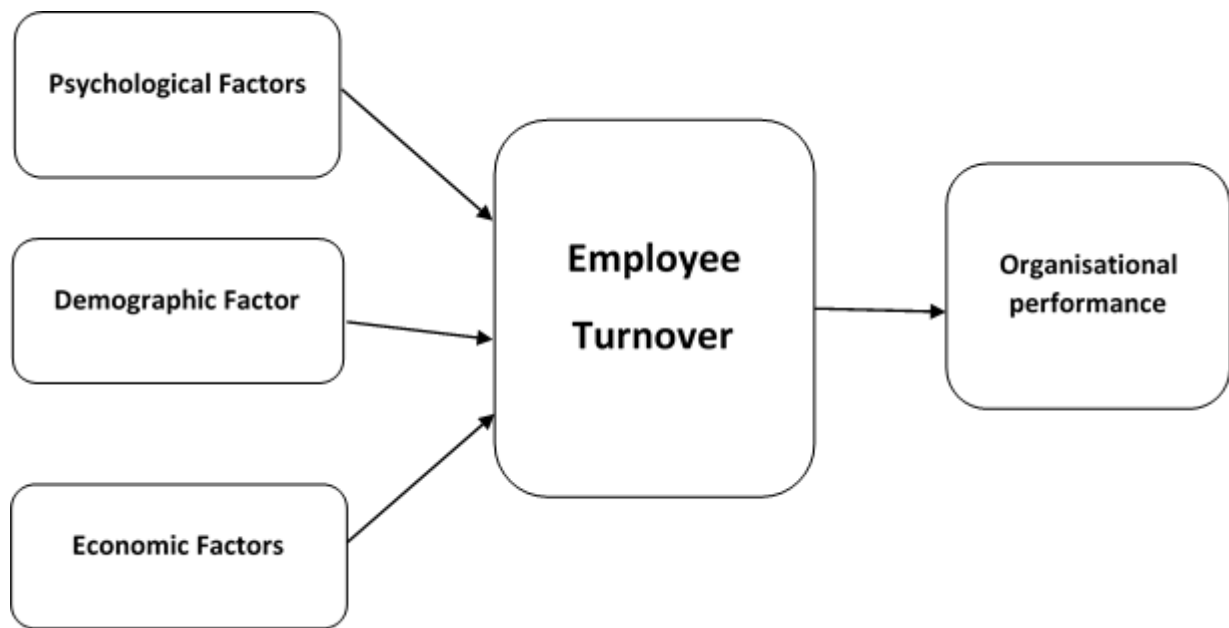
The researcher hopes to identify different explanations regarding why there is a high turnover rate at the KZNDAC and make actual recommendations to reduce employee turnover and improve performance, thus lessening the cost that shall be incurred in replacing and training of workers. The findings of this research could be of great importance to the management and human resource division, and heads of departments to have a clear understanding of the causes of employee turnover at KZNDAC and the findings shall assist them to design proper strategies to reduce employee turnover. Diminished turnover ought to lead to better organisational performance and excellent delivery of service to the public. The researcher hopes the findings obtained from this study will be beneficial to other Departments of Arts and Culture in South Africa and enhance organisational performance.

The researcher additionally expects that the discoveries of this study shall be helpful to academics who want to contribute to further research on employee turnover and performance. The research findings will add insights to current literature in the area of employee turnover and performance. Furthermore, the study shall assist the researcher to have a deeper understanding of the impact, and the causes of employee turnover and the effects on performance of an organisation.

### **1.7 Conceptual framework for the study**

The conceptual framework of this study is established based literature review. Employee turnover is the independent variable and organisational performance is the dependent variable. This framework shall be discussed further in chapter 2.

**Figure 1.1: Factors affecting employee turnover and organisational performance**



Source (Mote, 2014:25)

### **1.8 Limitations of the study**

The biggest limitation of the study was the lack of funds and time. Therefore, the study could not be broadened. The second limitation would be that KZNDAC does not have more than 500 employees as compared to other government departments in South Africa that have thousands of employees. As factors could be different from one department to another, the findings of this study might not be generalizable to other government departments in South Africa.

### **1.9 Outline of the study**

The study comprises of six chapters.

#### **1.9.1 Chapter One: Introduction**

Chapter one is the introductory chapter of the study. This chapter consists of subheadings such as the study background, research aims and objectives, research problem statements, research questions, the significance of the study, and layout of the study.

#### **1.9.2 Chapter Two: Literature review**

Chapter two provides a detailed literature review (secondary sources) on employee turnover and performance and the way in which the two variables affect each other. The chapter consists of the definition of key terms, the background of employee turnover, models of employee turnover, the conceptual framework of the study, factors causing employee turnover, consequences of turnover, the impact of turnover on performance, retention strategies, the

relationship between employee turnover and performance and background of the organisation. The chapter presents facts obtained from a number of researchers and other sources regarding the topic at hand.

### **1.9.3 Chapter Three: Methodology**

Chapter three is the methodology chapter that deliberates on the research methods and procedures of the study. The chapter covers other areas such as the research design, study area, target population, sampling techniques, data collection methods, data quality control, data analysis and ethical considerations.

### **1.9.4 Chapter Four: Data presentation and interpretation**

Chapter four consists of data presentation and interpretation. This chapter focuses on data collected in the form of questionnaires, which research participants at the KwaZulu-Natal Department of Arts and Culture received. The chapter presents the data gathered in the form of tables, bar graphs, and pie charts together with a brief discussion.

### **1.9.5 Chapter Five: Discussion of research findings**

Chapter five is the discussion of research findings in accordance with the objectives of the study and literature review.

### **1.9.6 Chapter Six: Conclusion and recommendation**

Chapter six is the last chapter that provides the conclusion and recommendation in relation to the study's findings. The recommendations from this study are being made available to the KwaZulu-Natal Department of Arts and Culture.

## **CHAPTER 2: LITERATURE REVIEW**

### **2.1 Introduction**

The last chapter dealt with the introduction and background of the study and addressed a number of problems in relation to the variables of the study. In accordance to that, this chapter provides a detailed literature review (secondary sources) on employee turnover and performance and the way in which the two variables affect each other. The chapter presents facts obtained from a number of researchers and other sources regarding the topic at hand. The main objective of writing a literature review is to achieve adequate information on the territory of research for the researcher to make a conclusion about the research study.

### **2.2 Conceptualising employee turnover and organisational performance**

Employee turnover and organisational performance are conceptualised below.

#### **2.2.2 Organisational performance**

Organisational performance can be defined in numerous ways, due to it being a multi-dimensional concept. Hendry (2012) asserts that because performance can be defined in multiple ways, it cannot be measured utilising only one measurement tool. Nonetheless, numerous researchers have attempted to establish the meaning of performance. According to Karamat (2013), organisational performance has been defined as transforming of inputs into outputs to achieve specific results. Musmuliana (2012:14) further defines organisational performance as a “process to enhance both the effectiveness of an organisation and the well-being of its member through planned interventions”.

Even though organisational performance can be conceptualised in a number of ways depending on the stakeholders. Cocca & Alberti (2010) suggest that there are areas which should be focused on when looking into performance, such as; innovativeness, quality, efficiency, effectiveness, financial, performance and productivity. All these elements shall be discussed further later. Tariq, Ramzan & Riaz (2013) point out that measuring organisational performance is essential because it measures the value that personnel brings into the organisation. The researcher concludes that organisational performance is a vital measure of organisational success.

#### **2.2.1 Employee turnover**

Due to the development of different organisations in South Africa and the interrelated rise in the qualification of skilled employees, this has led to a competition among organisations to



recruit and retain the best-experienced employees. Employee turnover can be very destructive to organisations if it is not managed properly.

According to CIPD (2016: 1) “employee turnover refers to the proportion of employees who leave an organisation over a set period (often on a year-on-year basis), expressed as a percentage of total workforce numbers”. Employee turnover is a ratio of the number of workers in an organisation who have left voluntarily or involuntarily in a particular period divided by the number of employees who remain in the organisation in a period (Ongori, 2007). Correspondingly, other researchers (Ngcobo, 2014; Yezina, 2014) have defined employee turnover as a decrease in the number of employees in an organisation because of death, retrenchments, resignation, relocation, or even retirement. Naseema (2015) further expresses that employee turnover fundamentally emerges when individual employees are unhappy at their workplace. Being unhappy in the workplace is not by any means the only reason why an individual abandons their organisation for another. Hence, if an individual employee possesses a unique skill that is in demand, they might be baited away because of higher pay, excellent benefits and organisations that offer better personal development (Arokiasamy, 2013). That is the reason why it is critical to understand the distinction between workers who leave the employment because they are unhappy and employees who leave for entirely different reasons.

### **2.3 The historical background of employee turnover**

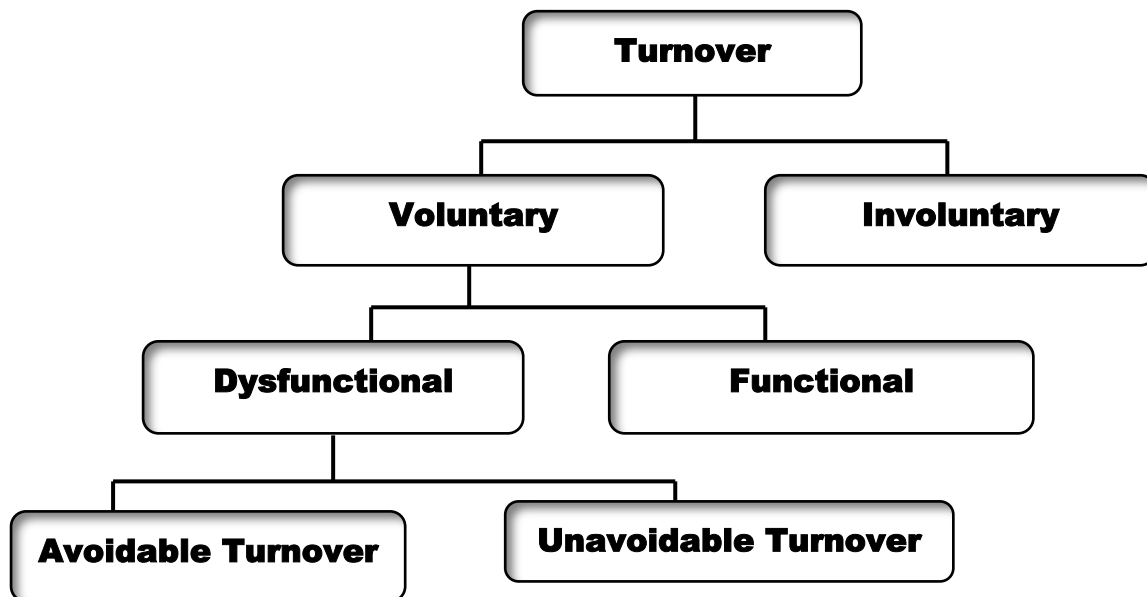
According to Al Sawafi (2012), employee turnover is a concept utilised by the human resource management departments in most organisations around the world. “Employee turnover had been researched as early as the early nineteenth hundreds, but research at the time could not differentiate between voluntary and involuntary turnover” (Kapa, 2015:10). Despite that, progressions had taken place before the 1950s and concepts such as unavoidable turnover were utilised around then until today.

According to Al Sawafi (2012), in the 1960s, there was not much research conducted on employee turnover, due to shortages in labour supply as an outcome of low infant mortality rates and labour shortages, this shows that investigations on turnover were less. Hence, in the 90s a number of research studies were conducted on employee turnover, in which various turnover models were discussed. Kapa (2015) further expresses that the reason for the interest in employee turnover research is because the advancements in technology-enabled communication and transport of labour became uncomplicated.

## 2.4 Types of employee turnover

Even though there are numerous sources of employee turnover in an organisation, not all of them have an undesirable effect on the performance of an organisation. Therefore, organisations should distinguish between involuntary and voluntary turnover. The two types of employee turnover that can affect an organisation are voluntary and involuntary turnover which are discussed below separately.

**Figure 2.1: Types of employee turnover**



Source: (Loquercio, Hammersley & Emmens, 2006)

### 2.4.1 Involuntary turnover

According to Abdali (2011), involuntary turnover occurs when employees are laid off by their employers, which could be a result of the organisation being bankrupt in which the employees have no say in the termination process. Curran (2012:11) define involuntary turnover as “an instance of involuntary turnover, or a discharge that reflects an employer’s decision to terminate the employment relationship”. Involuntary turnover is initiated by the employer and can also occur through other circumstances, such as death, retrenchment, incapacity or retirement (Arokiasamy, 2013). There are some factors that have been classified as involuntary turnover in the past, for example, the need to care for kids or matured relatives. Nowadays such factors ought not to be seen as an involuntary turnover because government legislation and organisation policies have made it possible for such personnel to return to work (Ongori, 2007).

### **2.4.2 Voluntary turnover**

Voluntary turnover is linked to the irrepressible loss of talent, information, including different assets, which in the end results in an undesirable effect on organisational performance (Alony, 2015). Voluntary turnover occurs when employees leave the organisation they are working for on their terms and migrate to other organisations. It is the choice of the employee to depart from the organisation. Chaitra & Renuka (2015:127) express that “voluntary turnover refers to termination initiated by employees”. Voluntary turnover is very common amongst employees when they leave organisations willingly and seek for green pastures in other organisations or environments.

Voluntary turnover can additionally be illustrated in terms of functional and dysfunctional turnovers. Functional turnovers occur in organisations when employees resign because they cannot meet the required performance standards and dysfunctional turnovers occur when active employees who meet the required performance standards leave the organisation (Alony, 2015). Dysfunctional turnovers have been a major problem for the management of organisations, because of the negative effect it has on the organisation's general performance. Dysfunctional turnovers are classified as avoidable and unavoidable turnovers. Melaku (2014:10) expresses that “avoidable turnover (caused by lower compensation, poor working condition, etc.) are causes that the organisation may able to influence or handle and unavoidable turnovers (like family moves, serious illness, death, etc.) comes from causes over which the organisation has little or no control”. Therefore, management should focus on avoidable turnover due to the fact that they have control over it and improve the circumstances, in which results in the retaining of employees.

### **2.5 Measuring employee turnover**

According to Chartered Institute of Personnel & Development (CIPD) (2016), the formula to calculate employee turnover rate for any given period is shown below.

$$\frac{\text{Total number of employees leaving}}{\text{Average of number in employment during period}} \times 100$$

Nonetheless, Yezina (2014) further expresses that the number of employees leaving an organisation ought to incorporate all departing, comprising of employees who depart the organisation because of retirement, redundancy or dismissal. However, it typically excludes employees departing towards the end of their fixed contract. The primary motive behind

excluding fixed-term employees from the turnover rate calculation is that it does not show the actual issues of the organisation.

## **2.6 Models of employee turnover**

Throughout the years, various research studies (Zheng, Sharan & Tao, 2010; Gerbec, 2012) have been conducted on employee turnover, which explores features of turnover, for example, the causes and strategies to retain the employee in the organisation. Subsequently, some different models have been enacted. March and Simon (1958) enacted the first model. The model only focused on one aspect of turnover such as job satisfaction (March & Simon, 1958). Other models followed which focused on distinct features of turnover, like the Unfolding Model, which concentrates on the mental complexities that lead to employees leaving an organisation (Kapa, 2015). The Image Theory and the Unfolding Model of employee turnover shall be discussed further below.

### **2.6.1 Image Theory**

According to Gerbec (2012), the Image Theory describes the way employees' process information when making decisions through various images. Beach (1990) developed the Image theory. This theory is built on the perception that employees exit an organisation after evaluating the reason for quitting. Beach (1990:3-10) "believed that most decisions involved a non-analytic rapid decision-making process that relied on an individual's intuition". Therefore, it means that individuals make decisions based on their experiences. The Image Theory proposes that individuals that make decisions utilise three images to position their thinking about decisions (Gerbec, 2012). An example would be a job offer an employee receives while employed in a certain organisation, which the images are linked to.

According to Gerbec (2012), the first image is known as the Value Image that alludes to an employee's beliefs, values regarding the job. The second image is the Trajectory Image that alludes to an employee's specific goals that direct the work behaviour (Beach, 1990). The employee uses the second image to compare facts. To conclude, the employee may contrast the facts with the third strategic image that alludes to strategies and approaches that an individual perceives as critical in attaining work stated goals. On the off chance that the received information has a substitute that is in concurrence with the images, the individual shall contrast the substitute with what they currently have. In the event that the individual has a number of substitutes, it will entail that the individual will further examine the option (Gerbec, 2012).

### **2.6.2 The Unfolding Model**

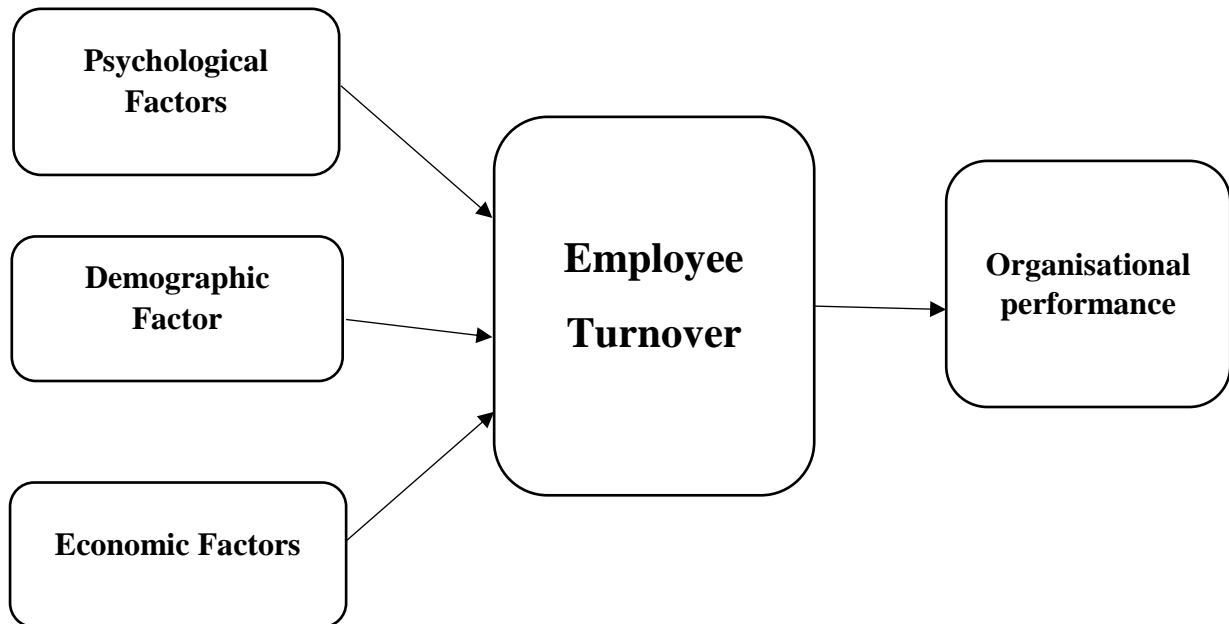
Lee and Mitchell (1994) enacted the Unfolding Model of employee turnover. The model consists of shock, the quantity of psychological analyses that pave the way for a decision to leave; and the actual act of leaving (Lee and Mitchell, 1994). This model advocates that interior and exterior shocks will drive an employee to depart from an organisation due to the circumstances (shock) that force the employee to leave. Kapa (2015) assert that a shock to the system is an experience that causes people to contemplate leaving their jobs early. The shocking occurrence necessities the employee to focus and it does not convey negativity, but anything that comes forward could be positive, unbiased or negative (Lee & Mitchell, 1994).

According to Shrift (2016), the Unfolding Model consists of four paths that will prompt to turnover. In the first path, the shock initiates a pre-existent script with which the employee associates and it is the reason an employee leaves an organisation without bearing in mind other alternatives or their association with the organisation (Shrift, 2016). Therefore, it means that the event frequently triggers leaving instead of job dissatisfaction. The second path has a shock that causes the employee to leave, without considering other employment opportunities. About the second path, there does not exist any script that concludes the decision (Shrift, 2016). The event consists of distinct features, for example (positive, unbiased and negative). The third path comprises of a shock that initiates a valuation of the images of the employment an employee presently has. Ultimately, the third path prompts to intentional employment search, which entails that some employees appear to leave very speedily, without a much intellectual struggle, while others are more investigative. The fourth and fifth path does not comprise of any shocks. The fourth path explains a circumstance where an employee's job satisfaction is low to the point that the employee leaves without having an alternative (Shrift, 2016). Therefore, this entails that some employees leave an organisation without conducting a job search. In conclusion, some individuals leave their jobs in diverse ways. The above models explain a number of procedures and causes of employee turnover.

## 2.7 The underpinning conceptual framework for the study

The conceptual framework of this study is established based on information and related theories on literature review. Employee turnover is observed as the independent variable and organisational performance as the dependent variable.

**Figure 2.2: Factors affecting employee turnover and organisational performance**



Source (Mote, 2014:25)

The first factor is the Psychological factor which comprises of job satisfaction, job security, stress and work overload. If employees are not satisfied with the requirements and roles of their job, they will be dissatisfied with the organisation, and they will leave. When employees in an organisation are insecure about their jobs, they tend to exit the organisation early. Stress results in low performance and productivity, absenteeism and the end turnover. Stress can be caused by job demands that lead to tiredness and emotional fatigue.

The second factor is the Demographic factor that comprises of age, education, personal reasons and death, etc. There exists an age whereby employees are forced to retire and results in turnover in the organisation. In relation to education, organisations comprise of employees with different educational background and experience which makes them unique. The skill and expertise these employees possess because of their educational background and experience are viewed as very critical, and other competitors poach them which results in a turnover. When an employee working for an organisation loses his or her life, it means there will be a reduction in the number of employees in an organisation.

The last factor is the Economic factor, which comprises of compensation, extrinsic rewards and external opportunities. Employees who are satisfied with the salary they receive from an organisation that they offer their services to are likely to work for that organisation for some time. Employees who are not happy with their remuneration will leave and seek for high paying jobs in other organisations that cause a turnover. In relation to extrinsic rewards, employees are pressured to accomplish certain goals to earn extra and if the goals cannot be attained the employees earn less, which results in employees leaving the organisation cause of the reward system. There are external opportunities that force employees to move onto other organisations, due to better working condition, benefits and wages offered by other organisations

When employee turnover occurs, it has a direct impact on the performance of the organisation (as illustrated in figure 2.2 above). The cause of turnover is because the loss of educated workers may be destructive to the organisation since it might meddle with the output of the organisation. There are five important ways through which employee turnover can influence the performance of an organisation that comprises of efficiency, productivity, innovativeness, quality and financial performance (Antony & Bhattacharyya, 2010; ALDamoe, Yazam & Ahmed, 2012).

When an organisation experiences a high employee turnover, there is an undesirable influence on the profitability of the organisation, because the cost of replacing the employees who have left the organisation will be high due to training and development, induction, etc. Regarding productivity, employees who are knowledgeable about generating a particular unit of output utilise less vitality in generating the unit in a shorter timeframe than the employees who are not knowledgeable. This means that when turnover occurs in an organisation, some inexperienced employees performing the duties of the employees who have left will affect the productivity of the organisation. Regarding efficiency, when new employees are appointed they have a habit of wasting resources due to them not being familiar with the way the organisation conducts its activities and processes. This eventually affects other employees' efficiency in their occupation, which consequently influences performance. According to Ton & Huckman (2008) turnover in organisations influences the innovation of its employees. This is because inexperienced employees battle with innovative developments, which is dissimilar to experienced colleagues who can easily be innovative and come up with new ideas or designs. Regarding quality, employees with related knowledge in upholding a particular quality of work are more compelling than their colleagues who are inexperienced. This suggests that turnover

can affect the quality of work produced by an organisation. The factors that cause employee turnover have been introduced and are discussed in more detail in the next section below.

## **2.8 Factors that cause employee turnover in organisations**

Turnover is known to be a common phenomenon and takes place in all organisations. A number of studies (Assey, 2009; Melaku, 2014; Ongori, 2007) conducted have illustrated that the causes of employee turnover in organisations cannot be clarified by one factor only but through an incorporation of several factors. Below several factors that cause employee turnover in organisations are discussed.

### **2.8.1 Psychological factors**

Various psychological elements that result in employees to leave an organisation are emphasised beneath as a number of researchers have examined this in different papers.

#### **2.8.1.1 Job satisfaction and job dissatisfaction**

Job satisfaction reflects how much an employee is fulfilled by their employment. Job satisfaction is known to be a positive emotional state, because of assessing an individual's occupation experiences and job dissatisfaction happens when these desires are not met (Melaku, 2014). Employee satisfaction is known to have an impact on turnover in organisations. According to Mote (2014), when employees in an organisation experience satisfaction based on their roles and duties of their job, then there will exist no need for them to leave the organisation. These employees will work extra hard, and therefore the organisation will perform well.

Job satisfaction is known to have numerous dimensions. Melaku (2014:15) expresses that "the facets are satisfaction with the work itself, wages, and recognition, rapport with supervisors and coworkers, and a chance for advancement and each dimension contributes to an individual's overall feeling of satisfaction with the job itself". Mabindisa (2013) further expressed the significance of employee job satisfaction as an element that influences employees to work performance. If employees are not satisfied with the requirements and roles of their job, they will be dissatisfied with the organisation, and they will leave. When employees are dissatisfied with their job, the result is absenteeism. Kwamboka (2015) employees with high a job satisfaction have a positive attitude towards their job and employees with negative attitudes are the ones absent from work. Mullins (2005:05) found that "there was a positive relationship between job dissatisfaction, employee turnover and levels of



absenteeism". If the job satisfaction level in an organisation is low, it means turnover will be high.

### **2.8.1.2 Job insecurity**

According to Kwamboka (2015), states that each staff member in an organisation would want to have a feeling of job security, which means that their jobs are safe and that their employment will last for a long time, which ensures a stable income. Mote (2014:25) expresses that "if one is assured of stable income every month then the rate of turnover is reduced and organisation performance improved". When employees in an organisation are insecure about their jobs, they tend to exit the organisation early (Kugler and Pica, 2008).

### **2.8.1.3 Stress and work-overload**

Stress has a number of definitions, but it is regularly utilised in referring to sentiments of weakness, misery, and powerlessness to adapt. According to Monte (2012; 1722) suggests that "stressful work results in a psychological strain which causes employees to show behavioural reactions that lead to turnover". Work overload is known to have an effect on work fatigue, which results in stress (Pradana and Salehudin, 2013). Job stress results in low performance and productivity absenteeism and the end turnover.

According to Qureshi, Iftikhar, Abbas, Hassan, Khan, and Zaman (2013) have identified a number of causes of stress in the workplace for employees that lead to a turnover, such as work overload, role ambiguity, role clarity, financial insecurity, lack of feedback and career growth. Role ambiguity and role clarity happen when individuals are indistinct or ambiguous about their desires in the working environment or their job role (Ongori, 2007). These individuals are not sure of their expectations and goals they are supposed to accomplish. According to Ongori (2007:50) in such circumstances "results in uncertainty on the side of the employee as to what exactly he or she should be doing in the light of other employees' perspectives and the employee's perceptions about their job". Role clarity of all the employees in the organisation needs to be made clear to evade role ambiguity because if employee roles are not clear, the employees would not be aware of their roles or responsibilities they have to play and would leave their jobs (Suan & Nasurdin, 2013). Financial insecurity occurs when employees are in an uncertain financial condition, and that leads to stress. Lack of feedback causes stress on employees because they do not receive adequate information about their job performance (Qureshi *et al.*, 2013). Stress can be due to job demands that lead to tiredness and emotional fatigue (Avey, Luthans, Smith, and Palmer, 2010). When the job is very demanding for

employees, their performance declines and in the end, they depart from the organisation causing a turnover.

### **2.8.2 Demographic factors**

Various demographic elements that result in employees to leave an organisation are emphasised beneath as some researchers have examined this in different papers.

#### **2.8.2.1 Age**

According to Blomme, Van Rheede and Tromp (2010) employees in organisations experience career stages where they select distinct features of their occupation and workplace in relation to their life. Mote (2014) expresses that some organisations care about employee's age because it matters greatly for some job roles. For example, tasks carried out by younger employees are not the same as the tasks performed by the elderly employees. There also exists an age when an employee, that reaches he or she are forced to retire. Age is likewise an important variable that impacts the decision to exit the organisation.

#### **2.8.2.2 Education**

According to Van Zyl (2011:25), "education is a fair reflection of marketability in the labour market". Therefore, it infers that employees with an advanced education have a greater number of alternatives than their associates. Individuals with advanced education and experience are in demand, which makes it easier for them to switch their place of work easily.

#### **2.8.2.3 Personal reasons**

Monte (2012) is of the view that younger individuals in the workplace are more likely to change jobs than older employees. The purpose behind that, according to Monte (2012) is that younger individual's mobility costs are lower than the older employees, permitting them to scan all the more effectively for occupations that fulfil them. Consequently, this implies that the simplicity of movement in young employees is a reason for turnover.

Monte (2012) points out that when young employees depart from their occupations they do not necessarily experience costs as compared to elderly employees, for example, elderly employees have to migrate with their whole family and end up incurring many costs in migration. The younger employees do not have complex issues when moving. For that reason, younger employees do not have multifaceted concerns when migrating, for example, kids who may be at school and migrating amidst the school year could mean a disturbance in their education. Sun & Wang (2011: 35) further express that a different demographic factor that illustrates both personal and work-related motives to turnover is "the current trend of careers that are not

confined to the existence of boundaries among the younger generation and that the pattern is also characterised by job hopping”.

According to Kapa (2015), state that a few researchers (Whitebook, Phillips & Howes, 2014; Boyas, Wind & Kang, 2012) have concluded that youthful employees will depart from their jobs because they have many occupational options, while the elderly employees may not have the same chances.

McDowell (2011) is of the view that younger employees who have strong educational backgrounds, with less experience are more likely to leave their workplace than older and less educated co-workers. The researcher believes from the above statement that employers will employ youthful educated employees, which in turn will raise the number of less-educated young and elderly employees leaving their occupation.

#### **2.8.2.4 Death**

When an employee working for an organisation loses his or her life, it means there will be a reduction in the number of employees in an organisation (Mote, 2014). This employees' contract is terminated automatically, and their position becomes vacant. Death is categorised as involuntary turnover.

#### **2.8.3 Economic Factors**

Various economic elements that result in employees to leave an organisation are emphasised beneath as a number of researchers have examined this in different papers.

##### **2.8.3.1 Compensation**

The fundamental aim of a compensation system is to entice and keep high-quality employees in an organisation. Compensation in the form of rewards that employees receive in an organisation should be reasonable. Ogora & Muturi (2015) compensation refers to monetary rewards or any other form of benefit that employees in an organisation receive as their remuneration. Mote (2014:26) expresses that “the amount of salary an employee gets will have a great influence whether he will stay or leave the company”. Employees, who are satisfied with the salary they receive from an organisation that they offer their services to, are likely to work for that organisation for some time. Employees who are not happy with their remuneration will leave and seek for high paying jobs in other organisations (Ogora & Muturi, 2015). Allen, Greenhaus & Edwards (2010: 52) argue “it is true that compensation matters for retention and employees often leave the organisation to take higher paying job elsewhere”.

Agbeh (1983) & Fitz-Enz (2010) argue that sometimes employees claim they leaving for a better salary, but most of the time salary is used as a covering for other concerns and problems.

According to Arokiasamy (2013) numerous organisations utilise pay, promotion, additional benefit or any other form of rewards to inspire high levels of performance. Batt & Colvin (2011) acknowledged that organisations that make use of a commission-based pay system and short-term performance pressures resulted in employees departing from the organisation. In this setting, employees are pressured to accomplish certain goals to earn extra and if the goals cannot be attained the employees earn less, which results in employees existing the organisation cause of the reward system (Batt & Colvin, 2011).

### **2.8.3.3 Lack of career advancement**

According to Curran (2012), career promotion offers prospects of growth and career advancement of employees in an organisation. Muteswa & Ortlepp (2011) express that lack of career advancement is one of the causes that lead individuals in an organisation to leave their jobs. Lack of career advancement in organisations lead to high job dissatisfaction, which causes employees to seek other opportunities somewhere else. Employees' perception of career opportunity needs to be managed accordingly by organisations if they want to retain the desired employees. Furthermore, Kraimer, Seibert, Wayne, Liden, & Bravo (2011) viewed career opportunity as "employees' belief that jobs or positions that match their career goals and interests exist within the organisation. Lack of opportunity for advancement occurs when an employee reaches a dead-end in advancement within an organisation, in which they begin to seek new jobs (van Zyl, 2011). In a number of organisations, some jobs are tedious and lack career progression, which results in a turnover (Muteswa & Ortlepp, 2011). Arokiasamy (2013) further mentions that lack of promotion in organisations played a huge role in employees' intention to leave. Hence, organisations should have nondiscriminatory and unambiguous promotion policies in place.

### **2.8.3.4 Promotion**

Employees in organisations ought to be acknowledged and rewarded for a job well done, by being promoted through the ranks. Wallelegn (2013) further states that promotion offers prospects of development and professional success. Lack of promotion significantly contributes to employees' decision to leave an organisation for another (Thomas, 2015). It is of importance that an organisation has a fair and promotion policies in place to retain employees.

### **2.8.3.5 External opportunities**

According to Mote (2014), there exist external opportunities that surface, and forces employee's to move onto other organisations, due to better working condition, benefits and wages offered by other organisations. Irshad & Afridi (2009) found out that employees leave their employment because of the work environment and organisational justice.

#### **2.8.3.5.1 Working conditions**

In working environments that are uncomplimentary makes employees unhappy and because of this, a number of employees jump from organisation to organisation searching for a work environment that suits them (Guyo, Gakure & Mwangi, 2011). Employees who are not satisfied with the working conditions are in fact more inclined to leave their present employers voluntarily (Cottini, Kato & Westergaard-Nielsen, 2011). When the workplace conditions are substandard, for example, lack of up-to-date technology, lack of restrooms, equipment and other necessities, employees are unlikely to stay in that organisation for a long time (Aman, 2015). Ebeid, Kaul, Neumann & Shan (2011) express that managers and supervisors create an undesirable working environment when they abuse their power. The misuse of power by managers and supervisors leads to a hostile working environment for their subordinates. Therefore, organisations should be aware that better working conditions play a vital role in whether an employee stays or leaves

### **2.9 The consequences of turnover**

Some consequences of employee turnover vary from organisation to organisation, such as the loss of employees, the knowledge, aptitudes and talents of the employee who leaves the organisation. Yezina (2014:32) "voluntary leaves which represent an exodus of human capital investment from organisations and the subsequent replacement process entails manifold costs to the organisations". Involuntary turnover may be caused by resignations due to the employee failing to achieve the desired objectives and employment contracts that have ended (Abdali, 2011).

Researchers (Mabindisa (2013); Park & Shaw (2012) and Philips (1990)) contend that if high turnover rates are not managed properly, they may have an adverse impact on organisations performance. According to Park & Shaw (2012), turnover is known to have numerous unknown and known costs, and these unknown costs are consequences of incoming workers and positions being filled while vacant which affects the profitability of the organisation.

Aman (2015) further elaborates that there is a direct and indirect cost associated with turnover, such as recruitment costs that can obstruct potential financial gains, in which that money could be used for other beneficial things, and loss of time and money takes place when new employees have to be trained. Replacing employees is expensive, and it takes time for the new employees to learn the job and to build teamwork skills. Turnover also interferes with the performance of the organisation and has a negative influence on workplace morale, disturbs the distribution of duties, communication within groups can change, and attention often is shifted to the wrong places (Obiero, 2011). In addition, all these affect the profitability of the organisation. Below are the costs of turnover on the organisation and the employee.

### **2.9.1 Consequence of turnover on the organisation**

Yezina (2014) outlined the costs that an organisation incurs because of employee turnover, such as, recruitment expenses, selection expenses, training and development costs, administrative costs incurred due to resignations, administrative cost linked to new employees, ineffectiveness in service delivery and overtime costs and temporary employees.

Recruitment expenses incurred could be advertising, screening and administrative expenses. Selection expenses are travel costs, equipment costs and security check etc. Training and development costs could take place through induction of new employees or through providing training. Administrative costs incurred due to resignations could be costs of hiring a temporary person, transfer of pension or exit interviews costs. Ineffectiveness in service delivery could result in the low morale of other employees, the new employee still settling in and ineffectiveness during the period when a vacancy is unoccupied. Overtime costs incurred could be paying employees for overtime.

### **2.9.2 Consequence of turnover on employee**

According to Yezina (2014), the costs or consequences of turnover on an employee in an organisation are; losing benefits, mental pressure, adjustment problems in the workplace, deemed untrustworthy. An employee job-hopping has to sacrifice certain benefits, such as retirement fund, provident fund, yearly pay increase and leave days of his previous service. When an employee is struggling to adjust to another employment in another organisation, the employee will suffer from tremendous mental pressure. Because of change in jobs, the work environment changes and the employee might find it difficult to adjust. An employee who changes his occupation regularly might be viewed as suspicious and untrustworthy by other employers.

In the KZN Department of Arts and Culture, turnover has both consequences for the organisation and employees, but also the beneficiaries of the service that the department delivers.

## **2.10 Impact of employee turnover on organisational performance**

Some researchers (Blomme, van Rheede & Tromp, 2011; Tchaphet, 2013) content that high employee turnover rate may have an adverse impact on organisational performance if not managed appropriately. Tariq, Ramzan & Riaz (2013) further express that the rise in the rate of employee turnover is a big challenge for organisations and is apparently affecting organisational performance. The clientele start to question the management of the organisation, due to the organisation having a high employee turnover and are uncertain whether they ought to keep on doing business with that organisation. Hendry (2012) contends that while employee turnover can affect the performance of organisations with certainty, it is linked with adverse effects much of the time. The reason behind this is that the loss of knowledgeable workers may be destructive to the organisation since it might meddle with the output of the organisation.

Researchers (Tariq, Ramzan & Riaz, 2013; Antony & Bhattacharyya, 2010; ALDamoe, Yazam & Ahmed, 2012) acknowledged meaningful ways through which employee turnover can influence the performance of an organisation which comprises of efficiency, productivity, innovativeness, quality and profitability. These elements shall be discussed below in further details.

### **2.10.1 Efficiency**

Efficiency is an indicator that measures performance. According to Bartuševičienė & Šakalytė, 2013; 49), “efficiency measures relationship between inputs and outputs or how successfully the inputs have been transformed into outputs”. The researcher views efficiency as the ability to evade wasting inputs in producing the desired output. Nyaga (2015) expresses that organisations need to assign resources effectively to employees for goals to be achieved in the right manner.

### **2.10.2 Productivity**

According to Tchaphet (2013), productivity in an organisational context is defined as the ratio between output and input. Syverson (2011:330) further adds, “the rate of production per unit of time defines productivity”. Productivity is a crucial factor in measuring the performance of organisations. Tariq, Ramzan & Riaz (2013) add that employees who are knowledgeable about

generating a particular unit of output utilise less vitality in generating the unit in a shorter timeframe than the employees who are not knowledgeable. Therefore, it means that when turnover occurs in an organisation, some inexperienced employees performing the duties of the employees who have left will affect the productivity of the organisation. However, Tchapchet (2013) contends that the employees' skillfulness and capability are important factors in productivity, irrespective of how long the employee has been working for an organisation. In a research study carried by Deloitte (2015) in Canada in the Construction, sector uncovered that workers with lower work incumbency battled with achieving production objectives than their knowledgeable colleagues. In that capacity, it can be contended that employee turnover affects productivity in an organisation in a negative manner.

### **2.10.3 Innovativeness**

According to Atkinson & Ezell (2012), innovation is defined as the generating of new ideas, designs, procedures or products. When employees leave an organisation and contribute to employee turnover new talent is appointed, and it takes them quite a while to get up-to-speed in acquiring the right information to become innovative which affects the performance of the organisation. Perera (2015) conducted a research study in Sri Lanka and New Zealand's Banking sector which uncovered that organisations with low employee turnover are highly innovative than organisations with a high employee turnover. However, it is on the grounds that inexperienced employees battle with being innovative, unlike experienced employees who without much of a stretch concoct innovations, because they are more used in their work. Therefore, it can be contended that employee turnover affects the innovativeness within an organisation, which affects performance.

### **2.10.4 Quality**

According to Smith (2013:20), "quality is the degree to which a specific product or service satisfies a want". Quality is about ensuring organisations perform for their stakeholders by improving services, systems and processes, to making sure that the whole organisation is fit and effective. Mondy (2010) further express that quality of outputs plays a significant role in deciding consumer loyalty in organisations. Because quality ensures customer satisfaction, organisations should make certain they retain skilled and knowledgeable employees who will maintain product and quality standards (Tariq, Ramzan & Riaz 2013). Employees with related knowledge in upholding a specific quality are more viable than their colleagues with less experience (Armstrong, 2016). Therefore, it infers that high employee turnover can adversely affect the quality levels of an organisation that affects performance. When employee turnover



occurs, it leads to a loss of knowledgeable employees who are supplanted with less experienced employees and (Aldamoe, Yazam & Ahmed, 2012) further state that it becomes difficult for the organisation to uphold its quality standards. Although employee turnover sometimes may result in organisations acquiring new employees with unique skills that may enhance quality within the organisation. A study conducted by Tariq, Ramzan & Riaz (2013) revealed that “high employee turnover only has a negative impact on quality attributes with an organisation”.

### **2.10.5 Profitability**

According to Armstrong (2016) one of the primary performance goals of organisations is to attain maximum profits, but when there’s a high employee turnover in an organisation, there is an undesirable influence on the profitability. However, this is because the cost of replacing employees who have left the organisation will be high due to training and development and induction of new talent into the organisation. Nonetheless, Mondy (2010) is of the view that the competency and effectiveness of the new employee are important in determining the degree of financial loss experienced by an organisation because of employee turnover. Upadhaya, Munir & Blount (2014) further express that some organisations have announced negative profits because of employee turnover.

### **2.11 Retention strategies to reduce employee turnover and improve performance**

Employees’ departure from organisations for various motives and cause organisation performance to weaken. Some of these motives are inevitable, and management of organisations cannot control them, while some of the motives are preventable if controlled. Organisations accumulate costs due to high employee turnover rate because of expenses linked to recruiting new talent and training them. Organisational performance decreases too because it takes new employees time get up to speed and equal the output of knowledgeable employees. Yezina (2014:35) further expresses that “decreases in turnover leads to increases in organisational performance and a reduction in costs associated with losses of the firm and job-specific knowledge, hiring, and retraining of replacement employees”. That is the reason it is advantageous for managers to concentrate on strategies to reduce employee turnover and stabilise performance. There are some strategies organisations can adapt to reduce employee turnover and improve performance that shall be discussed below in detail.

#### **2.11.1 Designing the best compensation package and benefits**

Compensation package and benefits are discussed as retention strategies to reduce employee turnover and improve performance below.

### **2.11.1.1 Compensation package**

When an organisation has an excellent competitive compensation package, it shows a strong commitment, which results in employees being fully committed to the organisation. According to Atul (2013), the competitive compensation package may influence turnover in a positive and negative manner. Wallelegn (2013) supports the above by stating it is because the compensation package will assist in retaining employees regardless of their contribution to the organisation. Organisations need to develop compensation packages for different levels within the organisation and review them yearly. The compensation packages need to satisfy the employees' needs such as life insurance, retirement savings plan, and health insurance (Mote, 2014). The market salary rates should always be up to date and open for negotiations for treasured employees. According to Yezina (2014), compensation can likewise motivate commitment-oriented behaviour by means of; conveying a strong message to employees in relation to outcomes valued; acknowledging and strengthening significant contributions for employees to feel appreciated. Additionally, offering a sense of "emotional ownership" and increased commitment that results from offering employees "a piece of the action" and maintaining payroll costs and assign variable pay to the personnel the organisation needs to appeal to and retain (Yezina, 2014).

### **2.11.1.2 Benefits**

According to Mehta, Kurbetti & Dhankhar (2014), benefits can show personnel that the organisation is supportive and nondiscriminatory. George (2015) further expresses that stable benefits are one of the reasons why employees remain with their organisation. Nonetheless, it is frequently the case that various employees do not comprehend the "true value" of the benefits they obtain. These employees also are not sure what motivates the organisation to offer these benefits (George, 2015).

The benefits that employees receive are always changing as the labour force itself changes, in which individuals recognises new needs as being imperative. Mita, Aarti & Ravneeta (2014) further point out that it is vital to acknowledge that benefits will differ in terms of particular needs of individuals. Wallelegn (2013:14) states, "the importance of a benefit plan to an organisation with dependents may assume far greater importance particularly in an environment where benefits costs are increasing rapidly". An organisation with more experienced personnel may see their employee retentive endeavours through a benefit plan that focuses on health covers, care for elderly parents, etc. Organisations with a younger

demographic may concentrate more on education subsidies to be a more viable retention strategy (Williams, 2014).

### **2.11.2 Recognition and Rewards**

According to Bidisha & Mukulesh (2013) defines rewards as something given to employees by the organisation because of work completed or good performance. Recognition from Managers, supervisors, colleagues and team members enhances loyalty (Bidisha & Mukulesh, 2013). According to Yezina (2014) recognition and reward for employees who performed outstanding contribute to the working culture of respect and gratitude for employees and job well done, which in turn reinforces employee commitment to the organisation and improves performance. Rotundo (2002) as cited in Wallelegn (2013) argues in his study that reward systems ought to be a profound area of innovation for the organisation. Recognition and rewards incorporate a broad range of incentives both financial and non-financial, formal or informal offered to employees of an organisation.

According to Yezina (2014), employees in organisations want to feel appreciated and rewarded for their achievements and involvement in the accomplishment of organisational goals. Wallelegn (2013) further expresses that lack of appreciation is a major aspect of driving employees to depart from the organisation, which contributes to turnover and decreases performance. Therefore, it is imperative to recognise and reward your employees, for them to stay with the organisation.

### **2.11.3 Training and Development**

According to Bidisha & Mukulesh (2013), when an organisation invests in training and development, it results in the reduction of turnover and enhancement of organisational performance. Mapelu & Jumah (2013) assert that training and development are an investment that an organisation make in an employee, offering them new skills and better competencies. Wallelegn (2013:24) states that “training often leads to work that is more intrinsically rewarding and combined with effective communication about how an employee’s efforts at developing skills will lead him or her to more challenging and meaningful positions within the company”. Training opportunities should be made available by the organisation to keep employees intrigued and rotation of employees into different job positions to encourage variety and motivation. Training and development motivate employees to make long-term commitments to their place of work (Mapelu & Jumah, 2013). Career development opportunities assist in confining employees from departing from the organisation. Employee

training and career development results in higher productivity, heightened creativity and increased employee confidence.

#### **2.11.4 Employee relation and turnover**

According to Aylott (2014), employee relation is an organisation determination to oversee the relationship between the employee and the employer and the relationships between employees themselves. Williams (2014) expresses that some strategies have been established to evade disputes and grievances that could lead to turnover in an organisation. Strategies that organisations can implement to prevent turnover could comprise of implementing new work shifts, encouraging employees to share their work with each other, encouraging effective communication, introduce morning meetings for discussions and voluntary retirements (Zaman, 2013; Williams, 2014). An organisation needs to ensure that there is good employee relation, which will enhance communication at the highest level and reduce turnover in the rise of disputes or grievances between the employers and employees (Aylott, 2014).

#### **2.11.5 Providing a pleasant work environment**

A pleasant work environment is an important factor that can reduce employee turnover and enhance organisational performance. Kossivi, Xu, & Kalgor (2016) collected evidence that is supportive of the fact that a conducive work environment causes a reduction in employee turnover and enhances organisational performance. A pleasant work environment is an environment where there is positive energy, many resources offered and working experience is enjoyable. Wood, Mansoor, Hashemy, Namey, Gohar, Ayoubi & Todd (2013) further point out that accessibility of resources and flexibility can be a cause factors in retaining employees. The researcher has identified contributing factors of a pleasant work environment, such as accessibility of resources, an exciting workplace and flexibility. A supportive and conducive work environment is a key success for any organisation because results are achieved thru people.

#### **2.11.6 Internal promotion and transfer of employees**

According to Mokoditsoa (2013), promotion is viewed as an essential basis for recruitment, because vacancies shall be filled by current employees through promotion or transfer. Organisations can fill vacant positions through internal promotion or transfer, which can save time, costs and increase employee satisfaction that will reduce employee turnover. A study conducted by Crispin (2009) found that internal promotion and transfer average 38.8 percent of all vacancies an organisation fills. It is a good strategy that an organisation promotes

employees within before advertising post externally, which shall reduce turnover, as employees will feel valued.

### **2.11.7 Employee involvement in decision making**

According to Hendry (2012), when employees participate in decision-making, it results in increased productivity work fulfilment and strengthens the relationship between employees and employers. Gardner (2009:44) further adds “individuals are more dedicated and involved when they are given an opportunity to contribute their ideas and recommendations”. Involving employees in the decision-making process permits them to contribute to the success of an organization.

### **2.12 Organisations recruiting, inducting and orientating right**

The methods that organisations utilise in recruiting and how they conduct orientations in the early days of the job is significant in retaining employees in the long term. The inability for an organisation to successfully recruit and oriented employees will lead turnover in the future (Wallelegn, 2013). Mehta, Kurbetti & Dhankhar (2014) points out that 60 percent of negative turnover is due to recruiting the wrong candidates on the part of the employer. Poor employment decisions may arise from selection choices that neglect to ensure that the job applicant truly has the satisfactory abilities and qualifications to perform the job.

Regarding recruitment, organisations must not only focus on assessing formal qualification or technical ability but also focus on general types of skills and personalities when recruiting. Yezina (2014) on the off chance that work in the organisation includes being associated with a hard-working team, the organisation might need to hire people who are equipped to work in such a situation. Vera (2012:34) further expresses that “employers must be honest with the recruit about the beliefs, expectations, organisational culture, demands, and opportunities within the organisation”. Therefore, it will ensure that the organisation attracts those individuals who will be at ease with working within the culture. When the right employees are recruited and orientated right there will be no need for them to contribute to turnover, they will increase organisational performance by attaining the desired objectives and goals.

According to Boella & Goss-Turner (2013), the main aim of an induction program is to welcome new employees into the organisation, which will reduce the chances of the new employees departing from the organisation. Ngcobo (2014) further adds that induction also referred to as socialisation is necessary for new employees to get incorporated and exposed to the new requirements of their occupation and to prevent the wastage of resources in the

organisation. Boella & Goss-Turner (2013) state that the success of induction programs can be measured by measuring employee turnover using the survival curve. The survival curve measures the ability of employers to retain new employees, by showing employee wastage as a curve that is divided into the induction problem, dissimilar transits and settled connections. Grobler and Warnich (2011) mention a few benefits of induction, such as; low employee turnover rate, the decline in absenteeism, increased job satisfaction and employee recognition, etc. Noe *et al.*, (2010) further elaborate that employee who have been inducted into an organisation, become more motivated, dedicated and satisfied with their new roles.

### **2.13 Human resources management and development measures**

In order to reduce employee turnover, human resource policies need to be developed that shall help strengthen the labour force within the organisation. According to Morrel, Loan-Clarke & Wilkinson, (2004:164) propose that “if a firm can identify that much of their voluntary turnover is unavoidable, they may profit better from initiatives that seek to manage turnover post hoc, such as by streamlining recruitment processes, rather than spend on theorised preventative measures”. An additional way of reducing turnover is exhibited by Barrick & Zimmerman (2005: 160) who contend “if an individual has a habit of seeking out other jobs, as represented by short tenure in the previous job, he or she is likely to do so again”. Boepple-Swider (2008) express that potential worker whose biographical information uncovers a disposition to leave their occupations rapidly are therefore probably going to go back to that sort of conduct in the near future. Therefore, it is significant for organisations to acquaint themselves with the candidates' employment history before enlisting them keeping in mind the end goal to oversee turnover proactively throughout the screening and selection periods of recruitment.

According to Weller, Holtom, Matiaske & Mellewigt (2009), managers that display the prospective of leading at a level higher than their present position could be pinpointed and mentored to set them up for the future. Once employees within an organisation are aware that they are reserved for senior positions, it is likely they would remain with the organisation. The mentoring mechanism promoted by Snow & Mutschler (2012: 23) “is the development of employees in the form of attending meetings of managers once a month for a year to learn about other functions”. When employees show that they have the potential to lead at position higher than their current one, they could be recognised and mentored for the future, which will make them stay with the organisation.

According to Boepple-Swider (2008), an HR-driven organisational culture includes the founding of internal associations and coalitions to control turnover. Employees should not only be involved in work but also be treated as partners who get fulfilment from having a sense of ownership of company procedures and developments. Curran (2012) asserts that employees need to be involved in the strategic planning sessions for them to offer their inputs, cross ideas within and across departments and provide solutions to key issues. Batt & Colvin (2011) agree that considering employees as partners will lessen the number of employees who quit their jobs, because of their contributions in operational decisions and problem-solving creates more engagement in the workplace.

Batt & Colvin (2011) propose that an organisation can distinguish itself from other organisations through HR practices to certify itself as the employer of choice to its employees and future employees. The brand that an organisation creates becomes a pull to its employees, and in that way, loyalty among employees is built. Mehdi *et al.*, (2012: 47) authenticate the argumentation of brand creation by contending, “it should be noted that the ability to build an organisation's brand and culture can mitigate attrition and turnover problems”. Consequently, actions and activities that boost an organisation's brand and culture do not only play a vital part in building an organisation's reputation for people outside the organisational but also plays a direct role in preventing employee turnover (Curran. 2012).

#### **2.14 Employee turnover and performance within South Africa public sector**

South Africa is a democratic nation, which comprises of a three-tier system of government. The national, provincial and local levels of government all have legislative and executive authority in their spheres. According to Koketso (2011:16), “the post-1994 public service faces enormous challenges, about transformation, and regarding the services to be provided to the people of South Africa”. In South Africa, public organisations are confronted by immense pressure to perform well (Ferguson, Ashcroft & Hassell, 2011). Robbins, Judge, Odendaal, & Roodt, (2009) express that lack of skills aggravated by a legacy of poor education, high rate of HIV/Aids and a high number of expatriates have taken the war for talent to another level in South Africa with the public sector caught in the middle. Furthermore, Schlechter, Syce & Bussin (2016) express that in South Africa employees who have exceptional skills are in demand and are getting hard to source. Public sector organisations that fail to beat their competitors in the war for talent, encounter high employee turnover rates (Muteswa & Ortlepp, 2011).

According to Pillay (2011), the Department of Public service and Administration (DPSA) considers national departments responsible for managing their HR to meet particular strategic and operational objectives. National departments in South Africa are different in terms of employment size. Therefore factors influencing their employee turnover will also be different (Koketso, 2011).

According to the Public Service Commission (PSC, 2008a), an HRM framework was introduced within the South Africa Public service in 1999, whereby government departments are given the responsibility to develop and implement their HR policies, practices and procedures. PSC (2008a) express that the policies that were developed were to be guided by the following regulatory framework;

- The Constitution section 195(1)(h)(i);
- Promotion of Administrative Justice Act, 2000;
- Labour Relations Act, 1995;
- White Paper on Human Management in the Public Service;
- Public Service Act, 1994; Public Service Coordinating Bargaining Council Resolutions;
- Public Service Regulations,2001;
- Employment Equity Act, 1998;
- Senior Management Service Handbook; Framework for the Determination and Compensation for Scarce Skills in the Public Service Circular 1 of 2004.

Pillay (2011) further expresses that regardless of the presence of the regulatory framework, high turnover continues in the public service.

## **2.15 Conclusion**

Employee turnover has been defined in numerous ways by different authors. Employee turnover is a ratio of the number of workers in an organisation who have left voluntarily or involuntarily in a particular period divided by the number of employees who remain in the organisation in a period (Ongori, 2007). Employee turnover can be very destructive to organisations if it is not controlled to the lowest level. Turnover can be voluntary and involuntary. There are causal factors that contribute to employee turnover, which in turn affects the performance of an organisation, such as psychological, demographics, and economic factors. These factors play a vital role in causing a turnover in organisations that have an impact on organisational performance. Employee turnover can affect the performance of organisations



with certainty; it is linked with adverse effects much of the time. Because the loss of knowledgeable workers may be destructive to the organisation since it might meddle with the output of the organisation.

Turnover is known to have numerous unknown and known costs, and these unknown costs are consequences of incoming workers and positions being filled while vacant which affects the profitability of the organisation. There are direct costs and indirect costs that an organisation can incur and can be avoided if there are proper retention strategies in place. The inability for an organisation to successfully recruit and oriented employees will lead turnover in the future

The researcher concludes that employers should adopt flexible work schedules as a mechanism to retain employees if employees perceive it as a benefit. Flexible work schedules could take the form of an employee starting work earlier than the regular working hours and leave early, as long as he or she has worked the required hours. This would allow employees to attend to their personal needs that need their attention during workdays.

## **CHAPTER 3: RESEARCH METHODOLOGY**

### **3.1 Introduction**

The previous chapter concentrated on reviewing the literature on employee turnover and organisational performance, including their relation. This chapter deliberates on the research methods and procedures of the study. The chapter covers other areas such as the research design, study area, target population, sampling techniques, data collection methods, data quality control, data analysis and ethical considerations. The primary objective of this study is to assess the effect of employee turnover on performance at the KZNDAC.

### **3.2 The main objective**

The main aim of this study is to assess the effect of employee turnover on performance at the KZN Department of Arts and Culture.

#### **3.2.1 Specific objectives of the study**

- To identify the factors that cause employee turnover at the KwaZulu-Natal Department of Arts and Culture.
- To explore which sections in the department that are mostly exposed to employee turnover.
- To identify performance challenges faced by the Department of Arts and Culture as a whole as a result of employee turnover.
- To identify strategies that can be adopted by the management of the department to reduce high employee turnover and improve performance.

### **3.3 Research design**

Creswell (2013: 11) defines research design “as types of inquiry within qualitative, quantitative, and mixed methods approach that provide specific direction for procedures in a research design”. Research design illustrates in detail the plan of how the research study shall be conducted. There are distinctive sorts of research designs, namely, descriptive, exploratory, explanatory, case study, causal, cohort, and cross-sectional design. The application of each research design depends on the type and size of the problem being examined. To decisively describe the impact employee turnover has on organisational performance at the KZN Department of Arts and Culture; this study utilised exploratory as well as descriptive research design to assist in generating both qualitative and quantitative data (Mixed methods research).

### **3.3.1 Quantitative research method**

According to Punch (2013), quantitative method is utilised to assess objective data comprising of numerals with the objective of attaining high levels of reliability in relation to the analysis of data. Furthermore, Bryman (2012:35) defined quantitative research as, “a research strategy that emphasises quantification in the collection and analysis of data”. Quantitative method is mainly beneficial when conducting a large-scale study. Rahman (2016) has identified the following below as advantages and disadvantages of quantitative research;

Advantages of quantitative research

- Data can be generalised to a whole population because of a large sample selected.
- Analysing data is less time-consuming.
- The result are generally quantifiable and objective.

Disadvantages of quantitative research

- Large samples are time-consuming when it is time to collect data.
- The quantitative data ignores the human element.
- Qualitative research fails to determine underlying meanings and explanations

### **3.3.2 Qualitative research method**

According to Hesse-Biber & Burke Johnson (2015), qualitative research method is imperative in attaining certain information about the values, behaviours, opinions and social setting of certain populations. Punch (2013) further expresses that qualitative research may be in the form of observations, interviews, focus groups, surveys, etc. Rahman (2016) has identified the following below as advantages and disadvantages of qualitative research.

Advantages of qualitative research

- Provides a detailed description of respondents’ sentiments, ideas and infers the meanings of their action.
- Requires a small sample size.
- Direct interaction with the respondents of the study.

Disadvantages

- There is a low credibility to the results from this approach.
- Difficulties in interpreting and analysing data.
- Due to a small sample size, the results cannot be generalised to a large population.

### **3.3.3 Mixed methods**

Creswell, Vicki & Plano Clark (2013:4) define mixed methods research as “the type of research in which a researcher or a team of researchers combines elements of quantitative and qualitative research approaches for the purpose of breadth and depth of understanding and corroboration”.

In mixed research methods, the researcher

- gathers and examines convincingly and meticulously both quantitative and qualitative data
- integrates quantitative and qualitative data simultaneously by merging and embedding one within the other
- giving prime concern to one or both forms of data in relation to what the research highlights
- and utilises these methods in a single study

The researcher’s motive for using the mixed methods is that both quantitative and qualitative research when mixed together provide a better understanding of the research problem, than just utilising one approach alone. The qualitative research method enables the researcher to comprehend better the difficulty of a phenomenon and the quantitative research method offers an objective measure of reality. Nonetheless, the researcher utilised more of the quantitative approach than the qualitative approach. The reason the researcher utilised more of the quantitative approach than the qualitative approach, is because the quantitative method allowed the researcher to examine the relationship between employee turnover and performance

### **3.4 The study site**

The study was conducted at the KwaZulu-Natal Department of Arts and Culture. KZNDAC (2017) furthermore asserts that the Department of Arts and Culture promotes, supports, advances and protects the arts, culture and heritage of the province. The participants of the study were selected from the head office in Pietermaritzburg and Regional offices located in Durban, Ladysmith and Ulundi. The Department of Arts and Culture is divided into different units that offer a number of services to the public such as Library Services, Museum Services, Archives Services, Language Services and Arts and Culture Services. The Museum Services’ Unit aim is to promote the preservation of South Africa’s cultural heritage by assisting in the development of local museums in KwaZulu-Natal. The Archives Unit is the custodian of documents, oral history maps and photographs that tell the province’s history. The Library Services Unit provides services and support to affiliated public libraries throughout the province of KwaZulu-Natal. The Language Services Unit fosters respect for linguistic rights.

The Head Office Directorates are responsible for Policy-making while the Regions are responsible for Policy-implementing functions.

### 3.5 Target population

According to Hair (2015), target population refers to an entire group of people having shared observable characteristics. The study target population consisted of all the employees at the KwaZulu-Natal Department of Arts and Culture that amount to 470 (KZNDAC Annual report 2015/16). The study population consist of senior managers, directors, head of department/chief executive office, risk management and security services, secretaries, information technology personnel, human resources and organizational development personnel, clerks, language practitioners, interpreters, legal related, librarians, logistical support personnel, clerks, administrative policy and related officers, finance management personnel, administrators and communication personnel and related professionals. All these employees are under different chief directorates in the organisation. The chief directorates are a subdivision of the organisation in which the employees operate, and they are as follows cultural affairs, corporate governance, administration services, financial management, libraries, and information and archives service directorates and regional offices.

The population mentioned above is acquainted with the day-to-day running of the department and are able to provide the researcher with more information in relation to the effect of employee turnover on performance through the structured questionnaires that were distributed. The KZN Department of Arts and Culture employees are categorised below on Table 3.1.

**Table 3.1 Total population of KZN Department of Arts and Culture**

Category	Total Population
Level 1-5 (Junior employees)	109
Level 6-8 (Supervisory employees)	133
Level 9-12 (Middle Management employees)	179
Level 13-16 (Senior Management)	49
	470

Source: KZNDAC Annual Report (2015/2016)

### 3.6 Sample and Sampling techniques

Sampling is the procedure of selecting a smaller and more sensible number of individuals to participate in the research and generalise the outcomes to the entire populace of the research

(Hair, 2015). Furthermore, May (2011:98) defines a sample “as a portion or a subset of a larger group called a population”. This study used employees at the KZN Department of Arts and Culture in Pietermaritzburg, Durban, Ulundi and Ladysmith who is responsible for the day to day running of the organisation. The employees were divided into different strata’s from level 1-5 (Junior employees), level 6-8 (Supervisory employees) and level 9-12 (Middle Management employees) from all the chief directorates. The Chief Directorates are as follows; Cultural Affairs, Corporate Governance, Administration Services, Financial Management, Libraries, and Information and Archives Service Directorates and Regional offices. The reason the researcher has excluded the employees from level 13-16 (Senior Management employees), is because some of these employees sign contracts for five years and others are permanent. Furthermore, Senior management employees are known to be very busy individuals and having access to them becomes difficult due to their busy schedules and also that the department has a number of managers who are in level 9-12 (Middle Management employees) who would have similar responses as to the senior management. The Sample size of KZN Department of Arts and Culture is shown below in Table 3.2.

**Table 3.2: Sample size of KZN Department of Arts and Culture**

	<b>Total Number of employees in the Directorates</b>	<b>Sample size (30%) of participants to be selected</b>
Level 1-5 (Junior employees)	109	33
Level 6-8 (Supervisory employees)	133	40
Level 9-12 (Middle Management employees)	179	54
<b>Total</b>	<b>421</b>	<b>127</b>

The sampling strategy that the researcher utilised is the stratified random sample (Probability sampling) technique, which is used to divide the population into smaller groups, called strata. According to Kuada (2012) Stratified random sampling is dividing the populace into numerous smaller groups that are individually identical than the total and afterwards individuals are selected from each stratum to create a sample.

The different strata's consist of employees from Level 1-5 (junior employees), Level 6-8 (Supervisory employees) and Level 9-12 (Middle management employees). Random samples were taken from each stratum for the identification of the participants for the questionnaire. Kumar (2014) random sampling means that every combination of sampling units has an equal chance of being selected depending on their availability for the study. According to Kothari (2004) suggests that researchers can make use of 30% of their study population as a sample size and it will be acknowledged as a representative sample.

### **3.7 Data collection instrument and procedures**

This section deliberates on the research instrument that was used in the collection of data and will discuss the following; the questionnaire, administration and distribution of the questionnaire, forms of questions in the questionnaire and the response rate.

#### **3.7.1 The instrument**

In this study, the researcher has made use of both secondary and primary data. The questionnaire that was formulated was used as the main primary data collection instrument because by utilising this method the researcher was able to get original information from the field that addressed the research problem under the study. Secondary data was utilised in the writing of the literature review, whereby articles, reports, books, journals, etc. served as reference material.

#### **3.7.2 The questionnaire**

According to Neelankavil (2015:160), defines questionnaire "as a series of questions on a specific topic, based on specific information needs or research goals, which a respondent answers". A questionnaire could either be structured which is prearranged or unstructured which is not prearranged. The main objective of a questionnaire is that it translates the research objectives into specific questions that respondents must answer. This instrument is utilised as a source of survey data for assessing the effect of employee turnover on performance at the KwaZulu-Natal Department of Arts and Culture.

Jones (2014) identified the following advantages of utilising a questionnaire in a research study; they are not costly; potential reduction in bias; allows anonymity, and may improve the validity of responses in certain cases; increased time for the respondents and its time efficient.

#### **3.7.3 Forms of questions**

A semi-structured questionnaire that comprised of close and open-ended questions was utilised to collect data, which was divided into three Sections; Section A, B, and C. This approach was

considered suitable for the research study because the respondents that were reached could read and write autonomously. The questionnaire was comprised of 40 questions, which took the respondents 20 minutes to answer.

The questionnaire consisted of the following sections:

- Section A of the questionnaire collected demographic information of employees;
- Section B consisted of general questions in relation to employee turnover, and
- Section C consisted of questions about the causes of employee turnover in the department and its impact on performance.

The questionnaire (Annexure D) was structured in a 5-point Likert scale format and included dichotomous questions. According to Monette, Sullivan & DeJong (2010:354), “a Likert scale consist of a series of statements, with each statement followed by a number of ordered response alternatives”. A highly-structured question format allows for the use of closed questions that require the respondent to choose from a predetermined set of responses or scale points. The Likert scale requested the respondents to show the degree to which they agree or disagree from a series of statements, with the scale assigned as (1) Strongly agree, (2) Agree, (3) Neutral, (4) Disagree and (5) Strongly disagree. The reason for selecting the 5-point Linkert scale is because it facilitates robust statistical analysis. Dichotomous questions in terms of Yes/No about the robustness of employee turnover in their organisation was included in the questionnaire.

### **3.7.4 Administration and distribution of the questionnaire**

The researcher personally administered the questionnaires to participants (Annexure D). The researcher requested that all the participants return the completed questionnaire as soon as possible. After one week, the researcher and research assistants collected most of the questionnaires from the participants.

### **3.8 Pilot Testing**

Pilot testing took place and tested the appropriateness of the items in the research instrument (Questionnaire) to the respondents, with the end goal of improving the reliability and validity of the instrument. The pilot testing assisted in rectifying the questionnaire, augmenting its readableness and lessening the odds of misunderstanding of the questions. The questionnaire was administered for testing to two (2) junior level employee, two (2) supervisory employee and two (2) middle management employee. The pilot testing of the questionnaire prompted the following remarks from respondents: the time allocated to complete the questionnaire was inadequate. The language of the questionnaire was understood by most of the respondents.



Some respondents argued that the questionnaire was too long. The researcher attended to this remarks and corrected them.

### **3.8.1 Validity of the questionnaire**

According to Yezina (2014:54), “validity refers to the extent to which a test measures what we wish to measure”. Validity is the accuracy and reasonability of data. Oliver (2010) deliberates validity to be an essential prerequisite for all the different types of research studies. Two types of validity were obtained in this study, namely, face and content validity. Soni (2015) asserts that face validity occurs by examining an instrument, then a researcher will determine whether it is valid. Face validity is guaranteed in this study, because the instrument evidently appears to be measuring employee turnover and performance. This was also confirmed from the pilot test with employees of KZNDAC who did not have any problems with the measurement of the main constructs used in the study. Soni (2015) is of the view that if an instrument represents all the components of a variable to be measured, it has content validity. Content validity was attained by assessing the face validity of the questionnaire through a series of discussion with the supervisor and experts in human resource management and based on their response, a small number of questions were re-phased. Therefore, the design of the instrument enjoyed high content validity, and a pilot study was carried out to make sure that the instrument measured what it intended to measure. The precision of data collected was mostly depended on the questionnaire in relation to validity. A good questionnaire should measure what the researcher has intended it to measure.

### **3.8.2 Reliability of the questionnaire**

According to Yezina (2014:54), “reliability has to do with the accuracy and precision of a measurement procedure”. The researcher used the test-retest method to establish the reliability of the questionnaire. The test-retest method involved testing the questionnaire with two (2) junior level employee, one (2) supervisory employee and one (2) middle management employee who were part of the population under study. The responses received from the test-retest were analysed utilising frequencies, graphs and percentages to obtain a score to assist in checking if the two processes yielded the same results. If the inconsistency in scores concerning the two tests is high, it means that the questionnaire has yield data that has high test-retest reliability.

**Table 3.3 Reliability Statistics**

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardised Items	N of Items
.825	.813	31

Table 3.3 above shows the reliability and stability of the study that is established at .825. Cronbach's Alpha was utilised to quantify the reliability of the study for clarification if whether the questions in the questionnaire were all were all reliable to measure the same underlying variable. Cronbach's Alpha based on Standardised Items is .813, making the items more reliable. Therefore, this is acceptable since Alpha more than .70 is considered reliable (Matker, 2012).

### **3.9 Data analysis**

Since the research study was a mixed-method methodology, it meant that different approaches to analysing data were utilised. Descriptive statistics analysed the quantitative data, and thematic analysis was used to analyse the qualitative data. Monette (2013) depicts data analysis as data, which is analysed statistically. The researcher gathered and counted all the questionnaires distributed to make sure that all the respondents completed the form in the correct manner. The questionnaires that were received by the researcher were coded and captured on Microsoft Excel spreadsheets. Quantitative data was analysed using the software for statistics called SPSS (Version 23). The reason the SPSS (Version 23) software was utilised is that it diminished the time and energy in the construction of graphs or tables. The statistics used in descriptive analysis are frequency distributions and percentage distributions.

Thematic analysis was used to analyse qualitative data of the study. Ngcobo (2014:33) expresses that thematic approach “involves taking one piece of data, for example, one interview, and constantly comparing it to others with the aim of conceptualising possible relationships between the different data sets”. The researcher coded the data through Microsoft word and the code validation took place through the supervisor in order to ensure the integrity of the codes. From the codebook the researcher identified themes and sub-themes and they were clearly defined.

### **3.10 Ethical Considerations**

Ethical review is the foundation of a research study and indicates how the research study would be conducted. Before the administering of the questionnaire to respondents took place, the researcher requested permission to conduct research from the KwaZulu-Natal Department of Arts and Culture (Annexure A). The KZN Department of Arts and Culture approved the application to conduct the study by the researcher (Annexure B). Ethical clearance was pursued by the researcher and approval was given to carry out the study by the Research Ethics Committee of the University of KwaZulu-Natal through formal documentation (Appendix E, project no HSS/0010/017M).

Confidentiality and Privacy concerns are the most important elements when a research study is to be conducted in order to receive correct and appropriate data. The participants of this research study were assured of anonymity and confidentiality. Questions that would violate respondents' privacy were avoided. The questionnaire was personally administered to the respondents and the purpose of the study was conversed to the respondents before administration of the questionnaire. The researcher assured confidentiality of any information collected on the cover letter and informed consent (Annexure C & D). The consent letter indicated that partaking in the study was completely voluntary and that participants could withdraw at any stage. All data collected will be left with the School of Management, IT and Governance at the University of KwaZulu-Natal (UKZN) for safekeeping. No name or any other type of identity was reflected on the questionnaire apart from the numbering of the questionnaire, for the identification of data during data editing.

### **3.11 Conclusion**

The chapter covered areas such as the research design, study area, target population, sampling techniques, sampling design, sample size, data collection methods, data quality control, data analysis. It further dealt with ethical issues that were implemented for the success of the research.

## **CHAPTER 4: DATA PRESENTATION AND INTERPRETATION OF RESULTS**

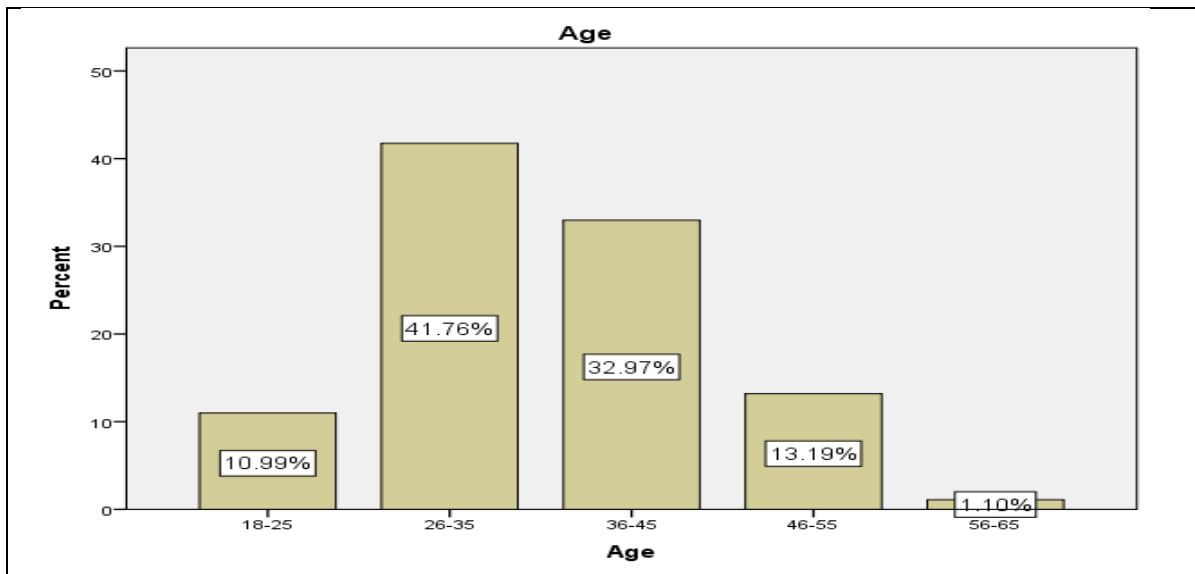
### **4.1 Introduction**

The previous chapters provided the introduction, literature review and research methodology of the study. This chapter focuses on data collected in the form of questionnaires, which was distributed to the research participants at the KwaZulu-Natal Department of Arts and Culture. The chapter presents the data gathered in the form of tables, bar graphs, and pie charts together with a brief discussion. The main aim of this study is to assess the effect of employee turnover on performance at the KZN Department of Arts and Culture. The researcher personally administered the questionnaire to participants (Annexure D). A Semi-structured questionnaire that comprised of close and open-ended questions was utilised to collect data, which was divided into three sections; Section A, B, and C. This approach was considered suitable for the research study because the respondents that were reached could read and write autonomously. Data collected was from a sample size of 127, of which consisted of employees from Level 1-5, Level 6-8 and Level 9-12. The researcher distributed 127 questionnaires to the participants of the study and 94 were returned; only three of the questionnaires was not properly completed and was rejected by the researcher. The remaining 91 questionnaires represent a 71.6% response rate. The quantitative data was analysed using the Statistical Package for Social Sciences (SPSS) version 23 for Windows and the qualitative data was analysed using thematic analysis.

### **4.2 Analysis of respondents' demographic information**

The demographic data of the respondents was investigated in Section A of the questionnaire. The respondents' demographic data is presented in this section in the form of bar graphs and pie charts, under the following headings age, gender, highest education qualification, and length of public service, length of service at the department, directorate, and occupational level.

**Figure 4.2.1 Age of respondents (N91)**



The study examined the composition of the respondents in relation to age. Figure 4.2.1 indicates that majority of the respondents (42%) for this study were aged between 26 and 35 years old, 33% of the respondents were aged between 36 and 45, 13% of the respondents were aged between 46 and 55, 11% of the respondents were aged between 18 and 25 and only 2% of the respondents indicated that they were between the age of 56 and 65. Therefore, it means that the majority of the respondents were aged between 26 and 35, followed by age 36-45. This entails that a majority of participants of the study are in their youthful age and may stay in their positions to get more experience.

**Figure 4.2.2 Gender distribution of respondents (N91)**

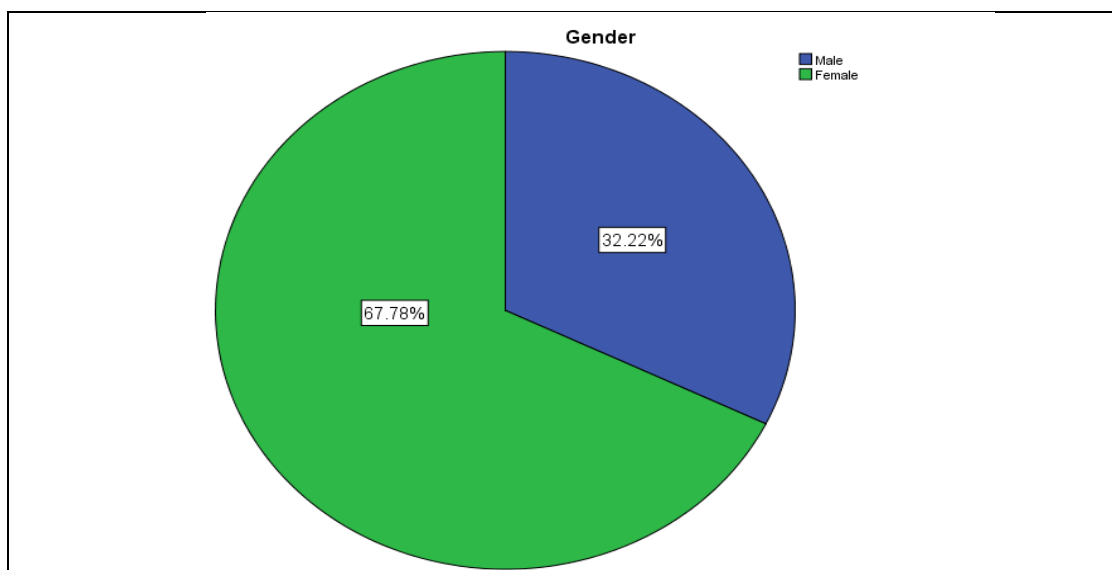
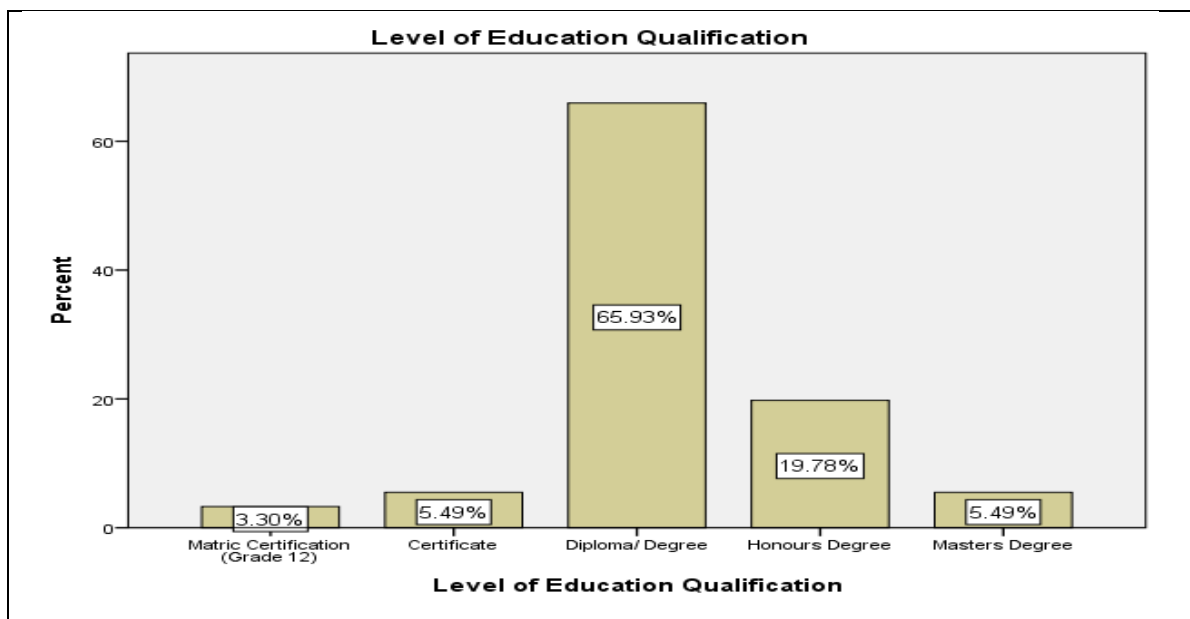


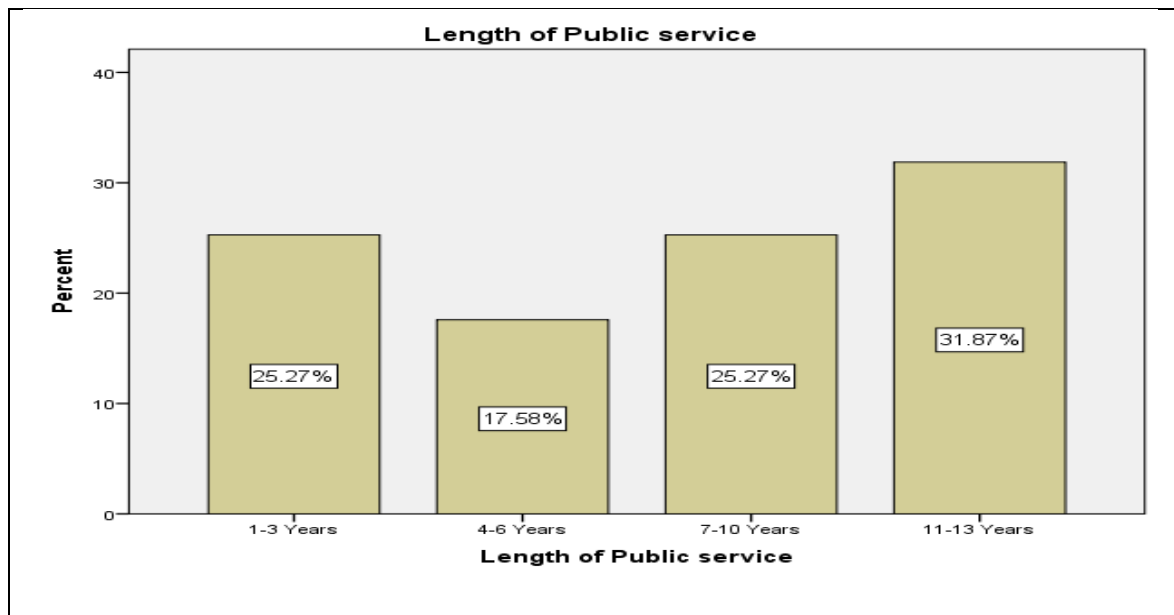
Figure 4.2.2 above indicates the gender of respondents. The majority of the respondents at the Department of Arts and Culture are females, illustrated by 68% and while 32% consist of males. This outcome demonstrates that a huge number of respondents were females as compared to men. This could also mean that the female respondents were more easily accessible to the researcher or that the KZNDAC has more female employees employed than male employees.

**Figure 4.2.3 Level of education qualification of respondents (N91)**



The Department of Arts and Culture employs employees from diverse departmental units who possess different academic qualifications. Figure 4.2.3 above indicates that majority (66%) of respondents in the department attained a Bachelor Degree or Diploma level of education, 20% indicated that they had attained a Honours Degree, 5% of the respondents indicated that they had attained Certificate and also another 5% of the respondents indicated they had attained a Master’s degree, and only 3% of the respondents had attained a Matric certificate (Grade12). Based on the results most of the respondents were in possession of a Diploma or Degree qualification and a postgraduate qualification. This entails that a number of employees at the KZNDAC were graduates. This could mean that this department depend on human skills to achieve its objectives. It is concluded that the respondents were literate enough to comprehend the prerequisites of the study, ensuring the validity of the findings.

**Figure 4.2.4 Length of public service of respondents (N91)**



The length of public service determines to which extent an individual is alert of issues in the public sector. Figure 4.2.4 above indicates that majority (32%) of the respondents have been working in the public sector for 11 to 13 years, 25% of the respondents reported that they have been working in the public sector for 7 to 10 years, and also another 25% of the respondents have been working in the public sector for 1 to 3 years, and lastly, 18% of the respondents have been tendering their services to the public sector for 4 to 6 years. The results clearly show that most of the respondents have been working for the public sector for a long time. It can be concluded that the participants have a lot of experience working for the public service.

**Figure 4.2.5 Length of Service at the Department (N91)**

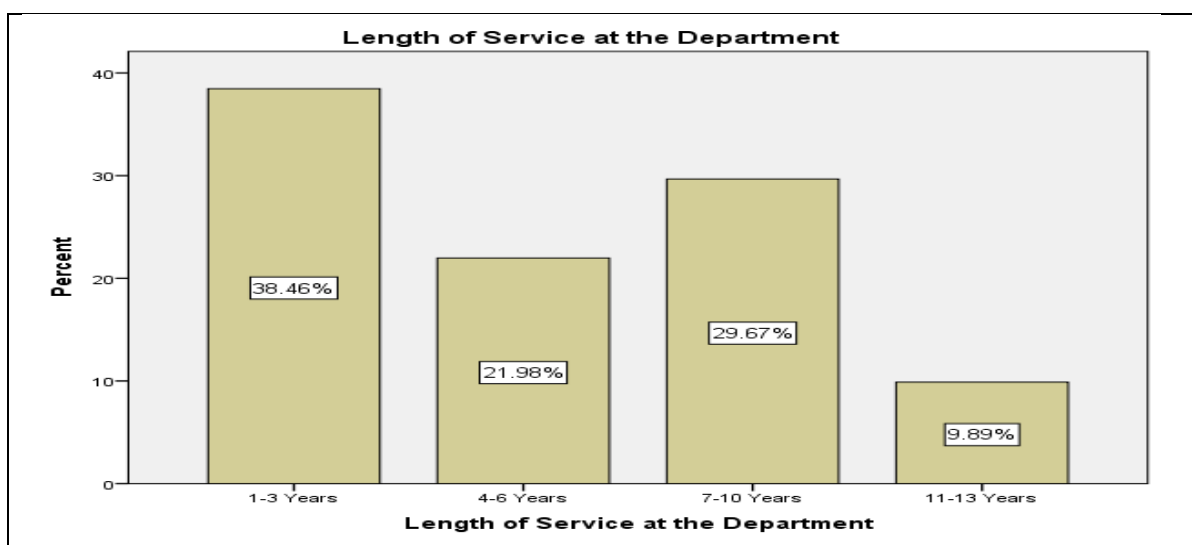
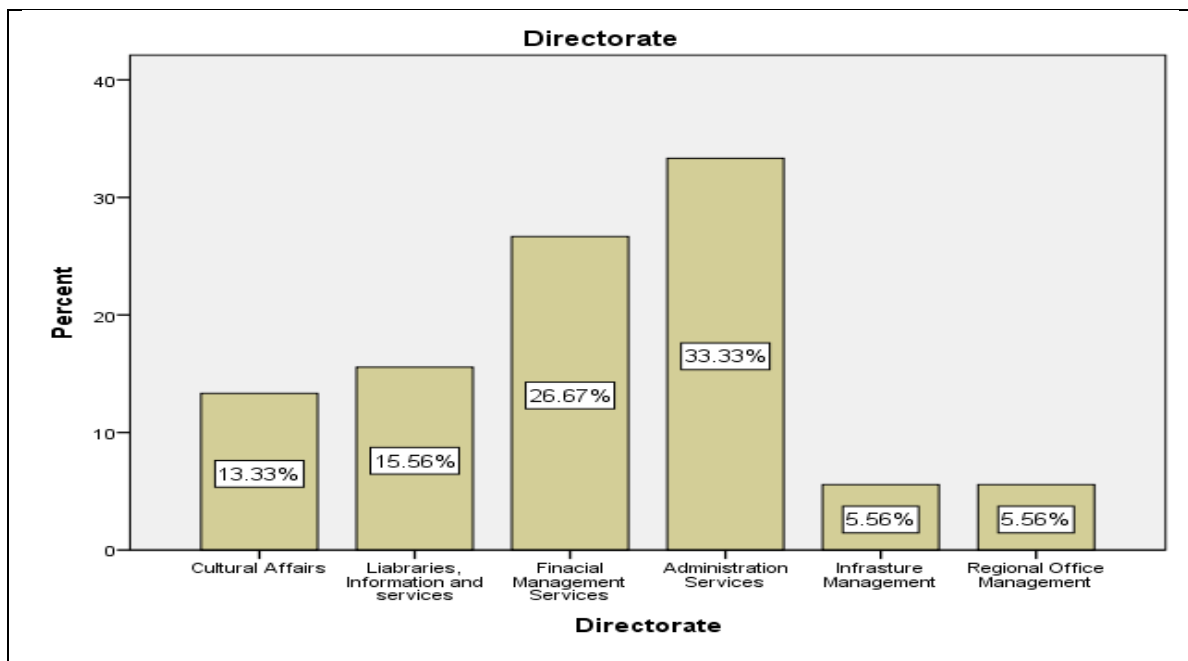


Figure 4.2.5 indicates that majority (38%) of the respondents have been working for the department for 1 to 3 years, 30% of the respondents have been with the department for 7 to 10 years, 22% of the respondents have been tendering their service for 4 to 6 years, while 10% of the respondents have been rendering their services to the department for 11 to 13 years. The results above clearly show that a large number of respondents have only been working at the department for not more than 3 years. This entails that there is a problem in this organisation as a large number of participants have only been working at the department for not more than 3 years. Based on this it can be concluded that the organization is failing to retain its employees.

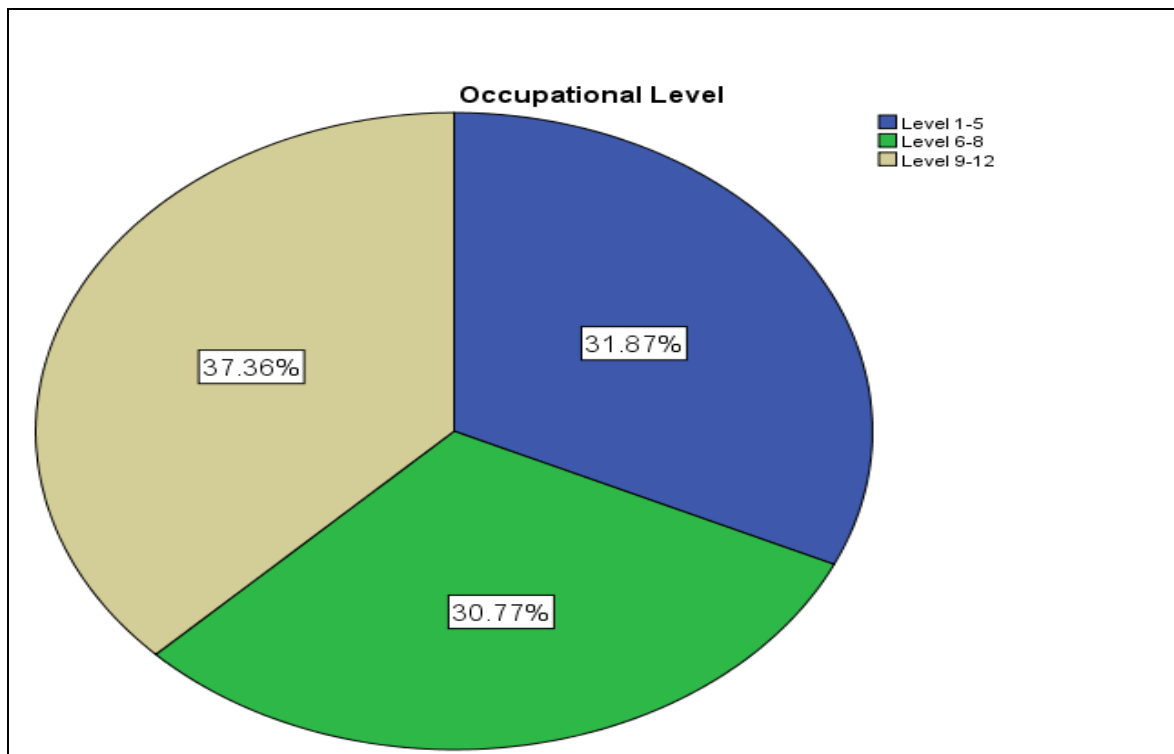
**Figure 4.2.6 Directorate respondents belong to (N91)**



The Department of Arts and Culture is divided into 6 directorates, and each directorate performs certain duties that are different from other directorates. Figure 4.2.6 above indicates that majority (33%) of respondents are from the Administration Services Directorate, 27% of the respondents are from the Financial Management Services Directorate, 16% of the respondents are from the Libraries Information and Services Directorate, 13% of the respondents are from the Cultural Affairs Directorate, 6% of the respondents are from the Infrastructure Management Directorate, and another 6% of respondents are from the Regional Office Management Directorate. The results show that most respondents are from the Administration and Financial Management Services Directorate. This means many employees of KZN DAC are from the Administration Service Directorate.



**Figure 4.2.7 Occupational level of respondents (N91)**



The researcher collected data from a sample size of 127, of which consisted of employees from Level 1-5, Level 6-8 and Level 9-12. Figure 4.2.7 indicates that majority of respondents are from level 9 to 12, 32% of respondents belong to level 1 to 5, while 31% of respondents are from level 6 to 8. Based on the results the majority of the respondents are from level 9-12. This entails that KZNDAC has many employees in level 9-12 than the other levels in the organisation.

### **4.3 Analysis of data in relation to objectives**

This section presents and interprets the study's findings in relation to the objectives that the study set out to attain. The objectives are presented with descriptive statistics in the form of the frequency distribution. Outlined below are the research objectives as well as the corresponding questions in the questionnaire

**Table 4.3 Research objectives corresponding with questions in the questionnaire**

Research objectives	Questions Number
To identify the factors that cause employee turnover at the KwaZulu-Natal Department of Arts and Culture	Section B. 1.1 Section C. 1.1-1.10, 2.8 and 5
To explore which sections in the department that are mostly exposed to employee turnover.	Section A.6 Section B. 1.1
To identify performance challenges faced by the Department of Arts and Culture as a whole as a result of employee turnover	Section C. 2.1-2.10
To identify strategies that can be adopted by the management of the department to reduce high employee turnover and improve performance.	Section B. 1.3-1.4, Section C 3.1-3.4, 4.1-4.3 and 5

**4.3.1 Objective 1: Identify causes of employee turnover at the KwaZulu-Natal Department of Arts and Culture.**

Questions from Section B number 1.1 and section C number 1.1 to 1.10 and 2.8 of the questionnaire were used to obtain the first objective.

**Table 4.3.1.1 Employee turnover in the Department (N91)**

Employee turnover in the Department					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	14	15.4	15.4	15.4
	Yes	77	84.6	84.6	100.0
	Total	91	100.0	100.0	

The study attempted to find out whether there is turnover at the Department. Table 4.3.1.1 above indicates that a substantial number 77(84.6%) of the respondents said Yes and 14(15.4%) said No. Therefore, it entails that the Department of Arts and Culture is indeed affected by employee turnover, due to the majority of the respondents saying “yes” that employee turnover does exist.

**Table 4.3.1.2 Salary satisfaction (N91)**

<b>I'm satisfied with the salary I'm getting in my organisation</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	2	2.2	2.2	2.2
	Agree	22	24.2	24.2	26.4
	Neutral	17	18.7	18.7	45.1
	Disagree	22	24.2	24.2	69.2
	Strongly Disagree	28	30.8	30.8	100.0
	Total	91	100.0	100.0	

Based on Table 4.3.1.2 above 2(2.2%) of the respondents strongly agreed that they were satisfied with the salary they received from the organisation, 22(24.2%) of the respondents agreed, 17(18.7%) were neutral, 22(24.2%) disagreed, whereas 28(30.8%) of the respondents strongly disagreed. The overall analysis shows that most of the respondents 50(55%) are not satisfied with the salary they are receiving from the Department.

**Table 4.3.1.3 No opportunity for career advancement (N91)**

<b>In my organisation, there is no opportunity for career advancement</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	13	14.3	14.3	14.3
	Agree	25	27.5	27.5	41.8
	Neutral	21	23.1	23.1	64.8
	Disagree	19	20.9	20.9	85.7
	Strongly Disagree	13	14.3	14.3	100.0
	Total	91	100.0	100.0	

As indicated by Table 4.3.1.3 above 13(14.3%) of the respondents strongly agreed that there is no opportunity for career advancement, 25(27.5%) of the respondents agreed, 21(23.1%) were neutral, 13(14.3%) disagreed, whereas 28(30.8%) of the respondents strongly disagreed. The overall analysis shows that most of the respondents 38(41.8%) have said that there is no opportunity for career advancement at the department, this results in a turnover at the department.

**Table 4.3.1.4 Working condition satisfaction (N91)**

I'm not satisfied with working condition					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	19	20.9	21.1	21.1
	Agree	26	28.6	28.9	50.0
	Neutral	22	24.2	24.4	74.4
	Disagree	15	16.5	16.7	91.1
	Strongly Disagree	8	8.8	8.9	100.0
	Total	90	98.9	100.0	
Missing	System	1	1.1		
Total		91	100.0		

Table 4.3.1.4 above shows that 19(20.9%) of the respondents strongly agreed that they are not satisfied with the working condition, 26(28.6%) of the respondents agreed, 22(24.2%) were neutral, 15(16.5%) disagreed, whereas 8(8.8%) of the respondents strongly disagreed, However, there was one 1(1.1%) respondent out of the 91 respondents who did not respond to the question. The overall analysis shows that most of the respondents 45(49.5%) are not satisfied with working conditions at the department.

**Table 4.3.1.5 Work boredom causes turnover (N91)**

Work boredom is the causes of employee turnover					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	8	8.8	8.8	8.8
	Agree	19	20.9	20.9	29.7
	Neutral	25	27.5	27.5	57.1
	Disagree	27	29.7	29.7	86.8
	Strongly Disagree	12	13.2	13.2	100.0
	Total	91	100.0	100.0	

Table 4.3.1.5 above indicates that 8(8.8%) of the respondents strongly agreed that work boredom is the causes of employee turnover, 19(20.9%) of the respondents agreed, 25(27.5%) were neutral, 27(29.7%) disagreed, whereas 12(13.2%) of the respondents strongly disagreed. Based on the results work boredom is not the cause of employee turnover at the department.

**Table 4.3.1.6 Input not appreciated (N91)**

My input is not appreciated					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	6	6.6	6.7	6.7
	Agree	22	24.2	24.7	31.5
	Neutral	25	27.5	28.1	59.6
	Disagree	23	25.3	25.8	85.4
	Strongly Disagree	13	14.3	14.6	100.0
	Total	89	97.8	100.0	
Missing	System	2	2.2		
Total		91	100.0		

As indicated by Table 4.3.1.6 above 6(6.6%) of the respondents strongly agreed that their input is not appreciated, 22(24.2%) of the respondents agreed, 25(27.5%) were neutral, 23(25.3%) disagreed, whereas 13(14.3%) of the respondents strongly disagreed. However, there were 2(2.2%) respondents out of the 91 respondents who left the question blank. The overall analysis shows that most of the respondents 36(39.6%) input is appreciated, which means, it is not the cause of turnover at KZN Department of Arts and Culture.

**Table 4.3.1.7 Effort to do a good job is blocked by rules and procedures (N91)**

Effort to do a good job is blocked by rules and procedures					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	8	8.8	8.8	8.8
	Agree	11	12.1	12.1	20.9
	Neutral	27	29.7	29.7	50.5
	Disagree	26	28.6	28.6	79.1
	Strongly Disagree	19	20.9	20.9	100.0
	Total	91	100.0	100.0	

As indicated by Table 4.3.1.7 above 8(8.8%) of the respondents strongly agreed that their effort to do a good job is blocked by rules and procedures in the department, 11(12.1%) of the respondents agreed, 27(29.7%) were neutral, 26(28.6%) disagreed, whereas 19(20.9%) of the respondents strongly disagreed. The overall analysis shows that most of the respondents 45(49.5%) feel that rules and procedures do not block their effort to do a good job. Therefore, this is not a cause of employee turnover at the department

**Table 4.3.1.8 Goals of the organisation are not clear (N91)**

The goals of this organisation are not clear to me					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	5	5.5	5.6	5.6
	Agree	14	15.4	15.6	21.1
	Neutral	12	13.2	13.3	34.4
	Disagree	45	49.5	50.0	84.4
	Strongly Disagree	14	15.4	15.6	100.0
	Total	90	98.9	100.0	
Missing	System	1	1.1		
Total		91	100.0		

As indicated by Table 4.3.1.8 above 5(5.5%) of the respondents strongly agreed that the goals of the organization are not clear to them, 14(15.4%) of the respondents agreed, 12(13.2%) were neutral, 45(49.5%) disagreed, whereas 14(15.4%) of the respondents strongly disagreed. However, 1(1.1%) respondent out of the 91 respondents left the question blank. The overall analysis shows that most of the respondents 59(64.9%) comprehend the goals of the organisation, and it is not the cause of turnover at the department.

**Table 4.3.1.9 Lack of flexible work arrangement (N91)**

Lack of flexible work arrangement					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	9	9.9	10.0	10.0
	Agree	22	24.2	24.4	34.4
	Neutral	35	38.5	38.9	73.3
	Disagree	16	17.6	17.8	91.1
	Strongly Disagree	8	8.8	8.9	100.0
	Total	90	98.9	100.0	
Missing	System	1	1.1		
Total		91	100.0		

As indicated by Table 4.3.1.9 above 9(9.9%) of the respondents strongly agreed that there was lack of flexible work arrangement at the department, 22(24.2%) of the respondents agreed, 35(38.5%) were neutral, 16(17.6 %) disagreed, whereas 8(8.8%) of the respondents strongly disagreed. However, there were 1(1.1%) respondents out of the 91 respondents who left the

question blank. The overall analysis shows that most of the respondents neither in agreement or disagreement (indifferent) about the lack of flexible work arrangement at the department.

**Table 4.3.1.10 Lack of promotion (N91)**

Lack of promotion					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	36	39.6	40.0	40.0
	Agree	27	29.7	30.0	70.0
	Neutral	20	22.0	22.2	92.2
	Disagree	5	5.5	5.6	97.8
	Strongly Disagree	2	2.2	2.2	100.0
	Total	90	98.9	100.0	
Missing	System	1	1.1		
Total		91	100.0		

Table 4.3.1.10 above indicates that 36(39.6%) of the respondents strongly agreed that lack of promotion causes turnover at the department, 27(29.7%) of the respondents agreed, 20(22.0%) were neutral, 5(5.5%) disagreed, whereas 2(2.2%) of the respondents strongly disagreed. However, 1(1.1%) respondent out of the 91 respondents left the question blank. The overall analysis shows that most of the respondents 63(69.3%) agree that lack of promotion is one of the causes of turnover at the department.

**Table 4.3.1.11 Lack of up-to-date technology (N91)**

Lack of up-to-date technology					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	12	13.2	13.6	13.6
	Agree	21	23.1	23.9	37.5
	Neutral	15	16.5	17.0	54.5
	Disagree	29	31.9	33.0	87.5
	Strongly Disagree	11	12.1	12.5	100.0
	Total	88	96.7	100.0	
Missing	System	3	3.3		
Total		91	100.0		

Table 4.3.1.11 above shows that 12(13.2%) of the respondents strongly agreed that lack of up-to-date technology is the cause of turnover at the department, 21(23.1%) of the respondents

agreed, 15(16.5%) were neutral, 29(31.9%) disagreed, whereas 11(12.1%) of the respondents strongly disagreed. However, there were 3(3.3%) respondents out of the 91 respondents who left the question blank. The overall analysis shows that most of the respondents 40(44%) have pointed out that lack of up to date technology is not one of the causes of turnover at the Department.

**Table 4.3.1.12 Work stress causes turnover (N91)**

Work stress is the cause of turnover					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	35	38.5	38.9	38.9
	Agree	35	38.5	38.9	77.8
	Neutral	13	14.3	14.4	92.2
	Disagree	4	4.4	4.4	96.7
	Strongly Disagree	3	3.3	3.3	100.0
	Total	90	98.9	100.0	
Missing	System	1	1.1		
Total		91	100.0		

Table 4.3.1.12 above indicates that 35(38.5%) of the respondents strongly agreed that work stress is the cause of turnover at the Department, 35(38.5%) of the respondents agreed, 13(14.3%) were neutral, 4(4.4%) disagreed, whereas 3(3.3%) of the respondents strongly disagreed. However, there were 1(1.1%) respondents out of the 91 respondents who left the question blank. The overall analysis shows that majority of the respondents 70(77%) have pointed out that work stress is the cause of turnover at the Department.

**4.3.2 Objective 2: Sections in the Department that are mostly exposed to employee turnover.**

Questions from Section A number 6 and Section B number 1.1 of the questionnaire were used to obtain the second objective.



**Table 4.3.2.1 Cross tabulation between Directorates and employee turnover in the department (N91)**

Directorate * Employee turnover in the Department Cross tabulation				
		Employee turnover in the Department		Total
		No	Yes	
Directorate	Administration Services	2	28	30
	Financial Management Services	9	15	24
	Libraries, information, and services	2	12	14
	Cultural Affairs	0	12	12
	Infrastructure Management	0	5	5
	Regional Office Management	1	5	6
Total		14	77	91

Table 4.3.2.1 shows the cross-tabulation between different directorates and employee turnover in the department. The analysis is utilised to determine which sections in the department are mostly exposed to employee turnover. The result in Table 4.3.2.1 shows that the Administration Service Directorate is mostly exposed to employee turnover, due to a substantial number 28(n=28) of respondents saying “yes” that there is employee turnover in the department, followed by the Financial Management Services Directorate 15(n=15) respondents saying “yes”. Libraries, Information, and Services Directorate had 12(n=12) respondents saying “yes”, and both the Infrastructure Management and Regional Office Management Directorate had 5(n=5) respondents each saying “yes” that there is employee turnover in the department. The overall analysis 28(n=28) shows that the Administration Service Directorate is mostly exposed to employee turnover, followed by the Financial Management Services Directorate 15(n=15).

**4.3.3 Objective 3: Performance challenges faced by the KZN Department of Arts and Culture as a whole as a result of employee turnover**

Questions from Section B number 1.2 and section C number 2.1 to 2.10 of the questionnaire were used to obtain the third objective.

**Table 4.3.3.1 Does employee turnover affect organisational performance at the KZN Department of Arts and Culture (N91)**

Does employee turnover affect organisational performance					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	10	11.0	11.0	11.0
	Yes	81	89.0	89.0	100.0
	Total	91	100.0	100.0	

The study attempted to find out whether employee turnover affects organisational performance at the Department. Table 4.3.3.1 indicates that a substantial number 81 (89.0%) of the respondents said Yes and 10 (11.0%) said No. Therefore, it entails that employee turnover affects organisational performance at the department, due to a large number of respondents saying “Yes”.

**Table 4.3.3.2 Wastage of resource when new employee settles in (N91)**

High employee turnover causes wastage of resource when new employee settles in					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	15	16.5	16.5	16.5
	Agree	34	37.4	37.4	53.8
	Neutral	24	26.4	26.4	80.2
	Disagree	14	15.4	15.4	95.6
	Strongly Disagree	4	4.4	4.4	100.0
	Total	91	100.0	100.0	

Table 4.3.3.2 above shows that 15(16.5%) of the respondents strongly agreed that high employee turnover causes wastage of resource when new employee settles in, 34(37.4%) of the respondents agreed, 23(26.4%) were neutral, 14(15.4%) disagreed, whereas 4(4.4%) of the respondents strongly disagreed. The overall analysis shows that majority 49(53.9%) of the respondents have pointed out that high employee turnover causes wastage of resources when new employee settles in the department, which is seen as a performance challenge.

**Table 4.3.3.3 High employee turnover causes reduction in work productivity (N91)**

High employee turnover causes reduction in work productivity					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	20	22.0	22.0	22.0
	Agree	40	44.0	44.0	65.9
	Neutral	20	22.0	22.0	87.9
	Disagree	5	5.5	5.5	93.4
	Strongly Disagree	6	6.6	6.6	100.0
	Total	91	100.0	100.0	

As indicated by Table 4.3.3.3 above 20(22.0%) of the respondents strongly agreed that high employee turnover causes reduction in work productivity, 40(44.0%) of the respondents agreed, 20(22.0%) were neutral, 5(5.5%) disagreed, whereas 6(6.6%) of the respondents strongly disagreed. The overall analysis shows that majority 60(66%) of the respondents have pointed out that high employee turnover causes a reduction in work productivity, which is seen as a performance challenge faced by the Department.

**Table 4.3.3.4 High employee turnover causes employee not to meet deadlines (N91)**

High employee turnover causes employee not to meet deadlines					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	22	24.2	24.4	24.4
	Agree	31	34.1	34.4	58.9
	Neutral	26	28.6	28.9	87.8
	Disagree	7	7.7	7.8	95.6
	Strongly Disagree	4	4.4	4.4	100.0
	Total	90	98.9	100.0	
Missing	System	1	1.1		
Total		91	100.0		

As indicated by Table 4.3.3.4 above 22(24.2%) of the respondents strongly agreed that high employee turnover causes employee not to meet deadlines, 31(34.1%) of the respondents agreed, 26(28.6%) were neutral, 7(7.7%) disagreed, whereas 4(4.4%) of the respondents strongly disagreed. However, there was 1(1.1%) respondent out of the 91 respondents who left the question blank. The overall analysis shows that majority 53(58.3%) of the respondents have

pointed out that high employee turnover causes employee not to meet deadlines, which is seen as a performance challenge faced by the Department.

**Table 4.3.3.5 Employee turnover disrupts service delivery (N91)**

Employee turnover disrupts service delivery					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	26	28.6	28.6	28.6
	Agree	38	41.8	41.8	70.3
	Neutral	19	20.9	20.9	91.2
	Disagree	7	7.7	7.7	98.9
	Strongly Disagree	1	1.1	1.1	100.0
	Total	91	100.0	100.0	

Table 4.3.3.5 above shows that 26(28.6%) of the respondents strongly agreed that employee turnover disrupts service delivery, 38(41.8%) of the respondents agreed, 19(20.9%) were neutral, 7(7.7%) disagreed, whereas 1(1.1%) of the respondents strongly disagreed. The overall analysis shows that majority 64(70.4%) of the respondents have pointed that employee turnover disrupts service delivery, which is seen as a performance challenge faced by the Department.

**Table 4.3.3.6 High employee turnover increases workload (N91)**

High employee turnover increases workload					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	33	36.3	36.3	36.3
	Agree	35	38.5	38.5	74.7
	Neutral	14	15.4	15.4	90.1
	Disagree	6	6.6	6.6	96.7
	Strongly Disagree	3	3.3	3.3	100.0
	Total	91	100.0	100.0	

As indicated by Table 4.3.3.6 above shows that 33(36.3%) of the respondents strongly agreed that employee turnover disrupts service delivery, 35(38.5%) of the respondents agreed, 14(15.4%) were neutral, 6(6.6%) disagreed, whereas 3(3.3%) of the respondents strongly disagreed. The overall analysis shows that majority 68(74.8%) of the respondents have pointed

that high employee turnover increases workload, which is seen as a performance challenge faced by the Department.

**Table 4.3.3.7 Employees are asked to work overtime cause of turnover (N91)**

Employees are asked to work overtime cause of turnover					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	13	14.3	14.3	14.3
	Agree	19	20.9	20.9	35.2
	Neutral	20	22.0	22.0	57.1
	Disagree	28	30.8	30.8	87.9
	Strongly Disagree	11	12.1	12.1	100.0
	Total	91	100.0	100.0	

Table 4.3.3.7 above shows that 13(14.3%) of the respondents strongly agreed that they are asked to work overtime because of high turnover rate, 19(20.9%) of the respondents agreed, 20(22.0%) were neutral, 28(30.8%) disagreed, although 11(12.1%) of the respondents strongly disagreed. The overall analysis shows that majority 39(42.9%) of the respondents have pointed that employees are not asked to work overtime cause of high turnover rate. However, this is not a performance challenge faced by the department.

**Table 4.3.3.8 Employees spend too much time training new staff (N91)**

Employees spend too much time training new staff					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	13	14.3	14.3	14.3
	Agree	28	30.8	30.8	45.1
	Neutral	26	28.6	28.6	73.6
	Disagree	17	18.7	18.7	92.3
	Strongly Disagree	7	7.7	7.7	100.0
	Total	91	100.0	100.0	

Source: (Analysed data, 2017)

As indicated by Table 4.3.3.8 above 13(14.3%) of the respondents strongly agreed that employees spend too much time training new staff, 28(30.8%) of the respondents agreed, 26(28.3%) were neutral, 17(18.7%) disagreed. However, 7(7.7%) of the respondents strongly disagreed. The overall analysis shows that most of the respondents 41(45.1%) pointed out that

employees spend too much time training new staff, which is seen as a performance challenge faced by the Department.

**4.3.4 Objective 4: Identify strategies that can be adopted by the management of the department to reduce employee turnover and improve performance**

Questions from Section B number 1.3 to 1.4 and section c number 3.1 to 4.3 of the questionnaire were used to obtain the second objective.

**I. Employee turnover intention at the Department**

For strategies to be developed to reduce high employee turnover, it was of significant importance that the study assessed employee turnover intention at the Department of Arts and Culture.

**Table 4.3.4.1 Age \* other better Job opportunities with other organisational, will you stay Cross-tabulation (N91)**

Age * Other better Job opportunities with other organisational, will you stay Cross tabulation				
		Other better Job opportunities with other organisational, will you stay		Total
		No	Yes	
Age	18-25	10	0	10
	26-35	29	9	38
	36-45	25	5	30
	46-55	12	0	12
	56-65	1	0	1
Total		77	14	91

In Table 4.3.4.1 the results on whether the respondents had a better job opportunity with other organisations, would they want to stay in the department is displayed against age? The respondents were asked if they had a better job opportunity with other organisations, would they want to stay in the department. A total of 77 respondents said “no”. Respondents between the age of 26 and 35 are the majority that said no, followed by respondents between age 36 and 45, while respondents between the age of 56 and 65 were the least likely to leave the department if they had a better job opportunity with other organisations.

**Table 4.3.4.2 I always imagine working at a different workplace (N91)**

<b>I always imagine working at a different workplace</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	29	31.9	31.9	31.9
	Agree	39	42.9	42.9	74.7
	Neutral	13	14.3	14.3	89.0
	Disagree	8	8.8	8.8	97.8
	Strongly Disagree	2	2.2	2.2	100.0
	Total	91	100.0	100.0	

As indicated by Table 4.3.4.2 above 29(31.9%) of the respondents strongly agreed that they always imagined working in a different workplace, 39(42.9%) of the respondents agreed, 13(14.3%) were neutral, 8(8.8%) disagreed. However, 2(2.2%) of the respondents strongly disagreed. The overall analysis 68(74.8%) shows that most of the respondents pointed out that they always imagined working at a different workplace. Therefore, it means that working for the Department of Arts and Culture was not their first choice.

**Table 4.3.4.3 I will probably be looking for another job soon (N91)**

<b>I will probably be looking for another job soon</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	30	33.0	33.0	33.0
	Agree	21	23.1	23.1	56.0
	Neutral	21	23.1	23.1	79.1
	Disagree	16	17.6	17.6	96.7
	Strongly Disagree	3	3.3	3.3	100.0
	Total	91	100.0	100.0	

As indicated by Table 4.3.4.3 above 30(33.0%) of the respondents strongly agreed that they probably would be looking for another job soon, 21(23.1%) of the respondents agreed, 21(23.1%) were neutral, 16(17.6%) disagreed. However, 3(3.3%) of the respondents strongly disagreed. The overall analysis 61(56.1%) shows that most of the respondents have pointed out that they probably will be looking for another job soon, which means that some employees in the department are planning to leave.

**Table 4.3.4.4 I often think of giving up the presentt job (N91)**

I often think of giving up the present job					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	17	18.7	18.7	18.7
	Agree	15	16.5	16.5	35.2
	Neutral	24	26.4	26.4	61.5
	Disagree	27	29.7	29.7	91.2
	Strongly Disagree	8	8.8	8.8	100.0
	Total	91	100.0	100.0	

As indicated by Table 4.3.4.4 above 17(18.7%) of the respondents strongly agreed that they often think of giving up the present job, 15(16.5%) of the respondents agreed, 24(26.4%) were neutral, 27(29.7%) disagreed. However, 8(8.8%) of the respondents strongly disagreed. The overall analysis 35(38.5%) shows that most of the respondents have pointed out that they do not often think of giving up the present job.

**II. Ways to reduce employee turnover.**

The following are responses regarding ways that can be used to reduce employee turnover at the department

**Table 4.3.4.5 Satisfaction in the amount of involved in the organisational decision making (N91)**

I'm Satisfied with the amount of involved in the organisational decision making					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	58	63.7	63.7	63.7
	Yes	33	36.3	36.3	100.0
	Total	91	100.0	100.0	

Table 4.3.4.5 indicates that a substantial number 58 (63.7%) of the respondents said No and 33 (36.3%) said Yes. This means that some respondents are not satisfied with the amount of involvement they have in the organisational decision-making.



**Table 4.3.4.6 Employee Relations (N91)**

work relationship between employees must be improved					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	48	52.7	52.7	52.7
	Agree	35	38.5	38.5	91.2
	Neutral	6	6.6	6.6	97.8
	Disagree	2	2.2	2.2	100.0
	Total	91	100.0	100.0	

As indicated by Table 4.3.4.6 above 48(52.7%) of the respondents strongly agreed that work relationship between employees must be improved, 35(38.5%) of the respondents agreed, 6(6.6%) were neutral, and 2(2.2%) disagreed. The overall analysis 83(91.2%) shows that most of the respondents have pointed out that work relations must be improved in the department. Employee relation is an organisation determination to oversee the relationship between the employee and the employer and the relations between employees themselves

**Table 4.3.4.7 Employees must be recognised when goals are achieved (N91)**

Employees must be recognised when goals are achieved					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly	60	65.9	65.9	65.9
	Agree				
	Agree	27	29.7	29.7	95.6
	Neutral	4	4.4	4.4	100.0
Total		91	100.0	100.0	

As indicated by Table 4.3.4.7 above 60(65.9%) of the respondents strongly agreed that employees must be paid well, 27(29.7%) of the respondents agreed and 4(4.4%) were neutral. The overall analysis 87(95.6%) shows that most of the respondents have pointed out that employee recognition when goals are achieved is critical. Recognition of employees who performed outstanding contributes to the working culture of respect and gratitude for employees and job were well done.

**Table 4.3.4.8 Employees must be paid well (N91)**

Employee must be paid well (reasonable salary)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	61	67.0	67.0	67.0
	Agree	25	27.5	27.5	94.5
	Neutral	4	4.4	4.4	98.9
	Disagree	1	1.1	1.1	100.0
	Total	91	100.0	100.0	

As indicated by Table 4.3.4.8 above 61(67.0%) of the respondents strongly agreed that employees must be paid well, 25(27.5%) of the respondents agreed, 4(4.4%) were neutral, and 1(1.1%) disagreed. The overall analysis 86(94.5%) shows that most of the respondents feel that employees must be paid well. The department needs to develop salary packages for different levels within the organisation and review them yearly to reduce the turnover rate.

#### 4.4 Qualitative Analysis

This section analyses the qualitative data from the questionnaire in the additional comment section. Thematic analysis is utilised to get a comprehension of the qualitative data. Several variables emerged and will be discussed in relation to the study's objectives. This section is important as it provides the researcher with a detailed description of the respondents' sentiments or ideas.

##### 4.4.1 Objective 1: Identify causes of employee turnover at the KwaZulu-Natal Department of Arts and Culture

The aim of objective 1 is to identify causes of employee turnover at the KwaZulu-Natal Department of Arts and Culture. Questions from section c number 5 of the questionnaire were used to obtain the first objective. Various themes were identified in Table 4.4.1.1.

**Table 4.4.1.1 Causes of employee turnover at the department**

Themes	Response Frequency
Salary (compensation)	6
Unsatisfactory working condition	3
Lack of Promotion	2

As indicated by Table 4.4.1.1, four themes emerged from the responses of the respondents of the study as the causes of turnover at the Department. There were six (n=6) respondents who identified compensation as the cause of turnover at the department. For example Respondent 3 indicated that *“Salaries in the department needs to be improved, as the standard of living rises and the salaries do not “*, while respondent 24 indicated that *“Employee turnover in the department is mostly caused by unsatisfactory compensation packages, in which individual employees leave and look for other firms with better compensation packages”*. There were three (n=3) respondents who pointed out that working conditions needs to be improved. For example respondent 9 indicated that *“Office accommodation is so limited, new bigger space is urgently needed to improve the working conditions”*. There were two (n=2) respondents who identified lack of promotion as one of the causes of turnover. Respondent 19 indicated that *“The public sector tends to have more glass ceiling than the private sector. I am aware of excellent employees who have been directors for more than 10 years in spite of dedication and excellence contribution, but could not be promoted to higher posts as none exist or are vacant”* and respondent 12 indicated that *“People from within must be promoted, because some officials will act in a certain position at the end they don’t get promoted as they are perceived not fit enough for the available post and the frustration causes the individual to leave”*.

#### **4.4.2 Objective 2: Identify strategies that can be adopted by the management of the department to reduce employee turnover and improve performance**

The primary focus of objective 3 is to identify strategies that can be adopted by the management of the department to reduce high employee turnover and improve performance. Questions from section c number 5 of the questionnaire were used to obtain the first objective. Various themes were identified in Table 4.4.2.1.

**Table 4.4.2.1 Strategies to reduce employee turnover and improve performance**

Theme	Responses frequency
Training and development	2
Employee recognition	3
Employee relation	2
Decision making	5

Four themes emerged from the responses of the respondents of the study that could be viewed as strategies to reduce employee turnover and improve performance at the department. There

were 2(n=2) respondents who identified training of employees at the department as a strategy to retain employees. For example Respondent 15 indicated that *“Training must be presented to those who lack skills and it could either be technical or mental training. This could be a step to keeping employees at the department”*. There were 3 (n=3) respondents who pointed out that employees must be recognised at the department. Respondent 16 indicated that *“Employer must make sure that the employees are recognised when they achieve goals”*. Two (n=2) respondents pointed out that the relationship between employer and employees must be improved to retain employees. Respondent 1 indicated that *“This department needs to improve its management and employee relation. It is like we not on the same page which causes insubordination”*, and respondent 16 indicated that: *“Relationship between employer and employees must be improved to reduce the turnover rate at the department”*. However, 5(n=5) respondents pointed out that employees should partake in decision making. Respondent 8 and 14 indicated that *“All employees should be involved when there are decisions to be made”* and respondent 14 indicated *“Employees must be involved in the development of decision and also be engaged in any strategic decision to have input”*.

#### **4.6 Conclusion**

This chapter focused on data presentation and interpretation of empirical findings of the research study. The results were presented using Statistical Package for Social Science (SPSS), and interpretation was in conformity with the objectives of the study. Thematic analysis was utilised to analyse the qualitative data in conformity with the objectives of the study. The next chapter will discuss the research findings.

## **CHAPTER 5: DISCUSSION OF RESEARCH FINDINGS**

### **5.1 Introduction**

The previous chapter focused on data presentation and interpretation of results. This chapter deals with the discussion of research findings in accordance with the objectives of the study and literature review. The main aim of this study was to assess the effect of employee turnover on performance at the KwaZulu-Natal Department of Arts and Culture. The study produced a better comprehension of the impact of employee turnover on performance at the KZN Department of Arts and Culture.

### **5.2 Objectives of the study**

#### **5.2.1 Objective 1: To identify the factors that cause employee turnover at the KwaZulu-Natal Department of Arts and Culture**

The aim of this objective was to identify factors that cause employee turnover at the Department of Arts and Culture. There were twelve questions on the questionnaire that was used to obtain this objective. Questions 1.1 (Section B) and 1.1 to 1.10, 2.8, 5 (Section C) of the questionnaire were used to obtain the first objective (refer to Appendix D). The study attempted to find out whether there is turnover at the Department before trying to identify the causes of turnover (refer to Appendix D, Section B no 1.1). The findings showed that 84.6% of the respondents said, “Yes”, that there is employee turnover at the department. While, 15.4% of the respondents said “No”, that there is no employee turnover at the department. This entails that the Department of Arts and Culture is indeed affected by employee turnover, due to the majority of the respondents saying, “Yes”, that employee turnover does exist. Based on data analysis and interpretation of both the quantitative and qualitative data, the significant findings on the causes of employee turnover at the Department of Arts and Culture were identified as;

- unsatisfactory salary,
- lack of career advancement,
- lack of promotion,
- unsatisfactory working conditions,
- and work stress

A number of studies (Assey, 2009; Melaku, 2014; Ongori, 2007) conducted have illustrated that the causes of employee turnover in organisations cannot be clarified on the basis of one factor only but through an incorporation of several factors.

### **5.2.1.1 Salary satisfaction**

Question 1.1 (Section C) of the questionnaire asked respondents if they were satisfied with the salary, they are getting in their organisation. The findings show that 55% of the respondents disagreed that they are not satisfied with the salary (Compensation) they are receiving from the Department, while 26.4% agreed and the rest were neutral. Respondent 24 further said, “*Employee turnover in the department is mostly caused by unsatisfactory compensation packages, in which individual employees leave and look for other firms with better compensation packages*”. The study found out that the respondents repeatedly mentioned salary as the main reason for choosing to stay with an employer. Therefore, unsatisfactory salary is one of the causes of employee turnover at the KwaZulu-Natal Department of Arts and Culture. Rampur (2009) & Kwadwo (2012) in which both their studies stated that salaries are the primary cause of employee turnover further support this finding. The fundamental aim of the compensation system is to entice and keep high-quality employees in an organisation. Allen *et al.*, (2010: 52) further argue “it is true that compensation matters for retention and employees often leave the organisation to take higher paying job elsewhere”. However, the findings of this study are in contravention with Fitz-Enz’s result (2010) that 80% of employees leave their jobs for reasons unrelated to pay; which could mean that even though salary is an important factor, people may be influenced by other factors. This is further supported by Agbeh (1983) indicating that sometimes employees claim they leaving for a better salary, but most of the time salary is used as a covering for other concerns and problems.

### **5.2.1.2 Lack of career advancement**

Question 1.2 (Section C) of the questionnaire asked respondents if in their organisation there is no opportunity for career advancement. Career advancement involves progressing through different positions in an organisation. The findings show that 41.8% of the respondents agreed that there is no opportunity for career advancement at the department, while 35.2% respondents disagreed and the rest were neutral. As a result, the study found out that there is a lack of career advancement at the department. The study’s finding is consistent with Curran (2012) & Muteswa & Ortlepp (2011) in which both their studies found out that lack of career advancement is one of the causes that lead individuals in an organisation to leave their jobs. Lack of career advancement in organisations leads to high job dissatisfaction, which causes employees to seek other opportunities somewhere else. In a number of organisations, some jobs are tedious and lack career progression, which results in a turnover (Muteswa & Ortlepp, 2011). However, a study conducted by Wangiri (2015) discovered that lack of career

advancement is not one of the factors that cause employee turnover at Embu College in Kenya, which is in contravention with the above findings. Career advancement can reduce costs due to employee turnover, from employee's side career advancement improves morale, boost productivity, and help the organisation become more efficient. It is imperative for an organisation to provide opportunities for career development to keep their employees happy which will result in a lower turnover rate.

### **5.2.1.3 Unsatisfactory Working Conditions**

Question 1.3 (Section C) of the questionnaire asked respondents if they are not satisfied with the working conditions at the department. The findings show that 49.5% of the respondents agreed that they are not satisfied with the working conditions at the department, while 25.3% disagreed and the rest were neutral. Respondent 9 further mentioned, "*office accommodation is so limited, new bigger space is urgently needed to improve the working conditions*". Therefore, the study identified unsatisfactory working condition as one of the causes of employee turnover at the department. The study's finding is consistent with Irshad & Afridi (2009), study which found out that employees leave their employment because of the work environment. Inadequate provision of basic amenities such as health care services, furniture, suitable lighting, and proper ventilation can cause employees to begin to seek for alternative employment where the physical condition is more conducive. Respondent 10 mentioned, "*Officials in some positions are more interested in what benefits them, and interests of subordinates are never a priority and that managers in the Department use their position to settle scores*". The study, however, noted that most employees did not enjoy working with the organisation since the management created a bad working environment that portrayed low level of employee appreciation. This confided with findings by Nyanga, (2015) that work environment is often described as good or bad and a good environment is a place where the workers feel at ease and appreciated. Therefore, the department should be aware that better working conditions play a vital role in whether an employee stays or leaves. Nonetheless, a study conducted by Masanja (2008) is in contravention with the above findings whereby, unsatisfactory working environment was not the cause of employee turnover in the public service.

### **5.2.1.4 Work stress**

Question 2.8 (Section C) of the questionnaire asked respondents if work stress causes turnover. Stress has a number of definitions, but it is regularly utilised in referring to sentiments of weakness, misery, and powerlessness to adapt. The findings show that 77% of the respondents agreed that work stress causes turnover at the department, while 7.7% disagreed and the rest

were neutral. Therefore, work stress is identified as one of the causes of employee turnover at the department. The study's finding is consistent with that of Okubanjo (2014), which found out that work stress is one of the causes that lead to employees leaving an organization. Stressful work results in a psychological strain that causes employees to show behavioural reactions that lead to turnover. Qureshi, Iftikhar, Abbas, Hassan, Khan, & Zaman (2013) have identified some causes of stress in the workplace for employees that lead to a turnover, such as work overload, role ambiguity, role clarity, financial insecurity, lack of feedback and career growth. The findings above is contravened by Hwang, Lee, Park, Chang & Kim (2011) who believe that work stress has a positive effect on both employees and organisations. For example, a moderate amount of stress can play a positive role in encouraging employees to perform better. Stress can be caused by job demands, which lead to tiredness and emotional fatigue. Avey, Luthans, Smith & Palmer (2010) adds that when the job is very demanding for employees, their performance declines and in the end, they depart from the organisation causing a turnover.

#### **5.2.1.5 Lack of promotion**

Question 1.10 (Section C) of the questionnaire asked respondents if lack of promotion was the cause of employee turnover at the department. The findings show that 69.3% of the respondents agreed that lack of promotion is the cause of employee turnover, while 7, 7% disagreed and the rest were neutral. Respondent 12 indicated that *“people from within must be promoted, because some officials will act in a certain position at the end they don't get promoted as they are perceived not fit enough for the available post, and the frustration causes the individual to leave”*. Hence, the findings reveal that lack of promotion is one of the causes of employee turnover at the department. Ampomah & Cudjor (2015) study findings found out that lack of promotion was the reason that employees left the organisation, which is in support of the researchers' findings. Thomas (2015) further adds that lack of promotion significantly contributes to employees' decision to leave an organisation for another. Employees in organisations ought to be acknowledged and rewarded for a job well done, by being promoted through the ranks. A meta-analysis by Carson, Carson, Griffeth & Steel (1994) showed no significant relationships between satisfaction from promotion and turnover or between perceived promotional opportunities and turnover, which contradicts the researchers' findings. Promotion offers prospects of development and professional success. Therefore, it is of importance that an organisation has a fair and promotion policies in place to retain employees.



### **5.2.2 Objective 2: To explore sections in the department that are mostly exposed to employee turnover.**

The aim of this objective was to identify and explore sections in the department that are mostly exposed to employee turnover. Question 6 (Section A) and 1.1 (Section B) of the questionnaire were used to obtain this objective. Cross tabulation between different directorates that respondents belong to and respondents that said either “Yes” or “No”, that there is turnover in the department was conducted to attain the objective. Based on data analysis and interpretation of the cross tabulation, the findings are that the Administration service directorate is mostly exposed to employee turnover, due to a substantial number 28 of respondents saying “yes” that there is employee turnover in the department, followed by the Financial Management Services Directorate having 15 respondents saying “Yes”. The Administration service directorate is mostly exposed to employee turnover, which means that a high number of employees leaving the department are coming from this directorate, which leads to department performing poorly. Hendry (2012) further supports the above by stating that the loss of educated workers may be destructive to the organisation since it might meddle with the output of the organisation. The management of the department has to pay more attention to this directorate, develop, and implement strategies to reduce employee turnover and increase performance.

### **5.2.3 Objective 3: To identify performance challenges faced by the Department of Arts and Culture as a whole as a result of employee turnover.**

The aim of this objective was to determine performance challenges faced by the Department of Arts and Culture as a whole as a result of employee turnover. There were eleven questions on the questionnaire that was used to obtain this objective. Questions 1.2 (Section B) and 2.1 to 2.10 (Section C) of the questionnaire were used to obtain the third objective (refer to Appendix D). The study attempted to find out whether employee turnover affects organizational performance at the Department. The findings showed that 89% of the respondents said, “Yes”, that employee turnover affects organisational performance at the department, while 11% said “No”. This entails that employee turnover does affect organizational performance at the department. Based on data analysis and interpretation of both the quantitative and qualitative data, the significant findings have identified performance challenges caused by employee turnover at the department, and they are;

- wastage of resources,
- reduction in work productivity,
- disruptions in service delivery,

- employees not meeting deadlines,
- increased workload and
- spending too much time training new staff.

#### **5.2.3.1 Wastage of resources when new employee settles in**

Question 2.2 (Section C) of the questionnaire asked respondents if high employee turnover causes wastage of resources when new employee settles in. The findings show that 53.9% of the respondents agreed that high employee turnover causes wastage of resources when new employee settles in, which is seen as a performance challenge. Hence, there were 9.8% of the respondents who disagreed and the rest were neutral. Therefore, the findings have identified wastage of resources when new employee settles in as a performance challenge. In a research study conducted by Mabindisa (2013) discovered that wastage of resources when new employees settle is a performance challenge faced by Department Of Home Affairs in the Eastern Cape Province and recommended that management provides induction to new employees in order to decrease wastage of resources. Wastage of resources when new employees settle in could occur because employees are not properly inducted into the department or many departmental resources are geared towards the new employees. When new employees are appointed they have a habit of wasting resourcing due to them not being familiar with the way the organisation conducts its activities and processes. This eventually affects other employees' efficiency in their occupation, which consequently influences performance. The management of the department needs to review their induction programs, in order for them to induct new employees properly, which will prevent wastage of resources when they settle in. Ngcobo (2014) supports the above by stating that induction also referred to as socialization is necessary in order for new employees to be incorporated and exposed to the new requirements of their occupation and to prevent the wastage of resources in the organization.

#### **5.2.3.2 Reduction in work productivity**

Question 2.3 (Section C) of the questionnaire asked respondents if high employee turnover causes a reduction in work productivity. The findings show that 66% of the respondents agreed that high employee turnover causes a reduction in work productivity, while 22.2% were neutral and 12.1% disagreed. In a research study carried by Deloitte (2015) in Canada in the Construction, sector uncovered that workers with lower work incumbency battled with achieving production objectives than their knowledgeable colleagues, which further supports the researchers' findings. Productivity in an organizational context is defined as the ratio between output and input. Employees who are knowledgeable about generating a specific unit

of output utilize less vitality in generating the unit in a shorter timeframe than the employees who are not knowledgeable.

#### **5.2.3.3 Employees do not meet deadlines**

Question 2.4 (Section C) of the questionnaire asked respondents if high employee turnover causes employee not to meet deadlines. The findings show that 58.3% of the respondents agreed that high employee turnover causes employee not to meet deadlines, while 28.6% were neutral and the rest disagreed. Employees not meeting deadlines is a performance challenge faced by the department. In support of the researchers' findings, a study conducted by Mote (2014) discovered that high employee turnover causes employees not to meet deadlines, which affected the performance of Barclays Bank Tanzania Ltd. Employees not meeting deadlines at the department is due to a shortage of staff because of turnover, and therefore an organisation struggles to uphold their quality standards. Federman (2009) supports the above by expressing that the effect of a few employees leaving can considerably shift the engagement of others influencing their capacity to meet deadlines. Lack of resources in an organisation can be the reason that employees are not able to meet their deadlines.

#### **5.2.3.4 Disruptions in service delivery**

Question 2.5 (Section C) of the questionnaire asked respondents if employee turnover disrupts service delivery at the Department. The findings show that 70.4% of the respondents agreed employee turnover disrupts service delivery at the Department, while 20.9% were neutral and the rest disagreed. The study discovered that employee turnover disrupts service delivery, which is a performance challenge faced by the Department. Disruption of service delivery because of employee turnover affects the productivity of an organisation. Mote (2014) express that interruption in service delivery may take place as the organisation waits for new employees to be placed. When employees are missing in the organisation, the service provided will decrease as contrasted as to when all the employees are available.

#### **5.2.3.5 Increased workload**

Question 2.7 (Section C) of the questionnaire asked respondents if high employee turnover increases workload at the Department. The findings show that 74.8% of the respondents agreed that high employee turnover increases workload at the Department, while 15.4% were neutral and the rest disagreed. The results show that turnover increases the workload of the present employees in the department. When employees have increased workload, they will not be very efficient in the organisation, because of extra work on top of their normal responsibilities. This

finding corroborates with Pradana & Salehudin (2013) , that work overload is known to have an effect on work fatigue, which results in stress and decrease in efficiency that affects organisational performance. Due to work overload, employees are not sure of their expectations and goals they are supposed to accomplish. Ongori (2007:50) further states that in such circumstances “results in uncertainty on the side of the employee as to what exactly he or she should be doing in the light of other employees’ perspectives and the employee’s perceptions about their job”. The increased workload causes the employees to be absent from work due to stress and low morale.

#### **5.2.3.6 Employees spend too much time training new staff**

Question 2.10 (Section C) of the questionnaire asked respondents if employees spend too much time training new staff. The findings show that 57.2% of the respondents agreed that employees spend too much time training new staff, while 28.6% were neutral and the rest disagreed. This finding corroborates with Ntlokombin (2016) discovery that employees spend too much time training new staff, which affected the performance of the Department of Basic Education Lady Frère district in the Eastern Cape. The experienced employees have to leave their responsibilities with a specific end goal to train new employees, and this contributes to the department performing poorly. Experienced employees as they spend most of their time training new staff, they struggle to uphold the quality standards of their work. Atkinson & Ezell (2012) express that when employees leave an organisation new talents get appointed and it takes them quite a while to get up-to-speed in acquiring the right information to be innovative, and other employees have to assist in the training them.

#### **5.2.4 Objective 4: To identify strategies that can be adopted by the management of the department to reduce employee turnover and improve performance**

The aim of this objective was to determine strategies that can be adopted by the department, to reduce employee turnover and improve performance. The respondents were given opportunity to suggest possible solution to be taken by the management ensuring employees are attracted and retained. Questions 1.3 (Section B) and 4.1-4.3 (Section C) of the questionnaire were used to obtain the third objective (refer to Appendix D). However, before the strategies were to be determined, the researcher had to obtain the employee turnover intention at the department. Questions from 3.1 to 3.4 and 5 (Section C) of the questionnaire were used to obtain the employee turnover intention (refer to Appendix D). The findings show that respondents are not happy in the workplace and have a high intention to leave. Based on data analysis and

interpretation of both the quantitative and qualitative data, the significant findings on ways that can be used to reduce employee turnover were identified as;

- training and development,
- employee recognition,
- employee relation,
- employee involvement in decision making and
- employees must be paid well (reasonable salary).

#### **5.2.4.1 Employee relation**

Question 4.1 (Section C) of the questionnaire asked respondents if work relationship between employees must be improved at the department to reduce turnover. The findings show that 91.2% of the respondents agreed that work relationship between employees must be improved at the department to reduce turnover, while the rest disagreed. Furthermore, the qualitative findings show there was Two (n=2) respondents pointed out that the relationship between employer and employees must be improved to retain employees. Respondent 1 indicated that *“This department needs to improve its management and employee relation. It is like we not on the same page which causes insubordination”* and respondent 16 indicated, *“Relationship between employer and employees must be improved to reduce the turnover rate at the department”*. Employee relation is an organisation determination to oversee the relationship between the employee and the employer and the relationships between employees themselves. In a SA study, Martins and von der Ohe (2002) considered two aspects of retention, factors considered by employees in choosing the best organisation to work for and the role of trust in a corporate relationship where employers are expected to attract, retain and motivate employees. Strategies that organisations can implement to prevent turnover could comprise of implementing new work shifts, encouraging employees to share their work with each other, encouraging effective communication, introduce morning meetings for discussions and voluntary retirements.

#### **5.2.4.2 Training and development**

Question 5 (Section C) of the questionnaire was the qualitative section of the questionnaire which respondents were asked for additional comments. Based on the qualitative findings there were Two (n=2) respondents who identified training and development of employees at the department as a strategy to retain employees. For example, Respondent 15 indicated, *“Training must be presented to those who lack skills and it could either be technical or mental training.*

*This could be a step to keeping employees at the department*". Bidisha & Mukulesh (2013) adds when an organisation invests in training and development, it results in the reduction of turnover and enhancement of organisational performance. Training and development is an investment that an organisation makes in an employee, offering them new skills and better competencies. Fitz-enz (2000) argues that human capital is unique in that it is the only asset that can be developed. Training and development motivate employees to make long-term commitments to their place of work. On-the-job training allows employees to work within the firm while learning about their job and the company, while off-the-job training removes the employee from the company. Off-the-job training can include technology-driven e-learning programs, formal classroom training, and external training conducted by suppliers or formal educational institutions. Nyanjom (2013) is in contravention with the researchers' findings, by stating that training alone cannot address all of the factors contributing to employee retention such as excessive caseloads and promotional opportunities within the organisation. It is therefore reasonable to say that training can play a role in improving retention but it may not be sufficient to improve retention if other systematic barriers are not addressed.

#### **5.2.4.3 Employee recognition when goals are achieved**

Question 4.2, 5 (Section C) of the questionnaire asked respondents if employees must be recognised when goals are achieved at the department to reduce employee turnover. The findings show that 95.6% of the respondents agreed that if employees must be recognised when goals are achieved at the department to reduce employee turnover, while the rest disagreed. Furthermore, the qualitative findings shows there were 3(n=3) respondents who pointed out that employees must be recognised at the department. Respondent 16 indicated, *"Employer must make sure that the employees are recognised when they achieve goals"*. The findings are supported by Yezina (2014), recognition of employees who performed outstanding contributes to the working culture of respect and gratitude for employees and job did, which in turn reinforces employee commitment to the organisation and improves performance. Recognition from managers, supervisors, colleagues and team members enhances loyalty. Wallelegn (2013) further expresses that lack of appreciation is a significant aspect of driving employees to depart from the organisation, which contributes to turnover and decreases performance. Therefore, it is imperative to recognise and reward your employees when they achieve goals, for them to stay with the organisation. The management of the Department of Arts and Culture can utilise employee recognition as a strategy to keep employees satisfied and reduce turnover. Hom &

Griffeth, (1995) are against the above findings by stating that, employee recognition can be manipulative and controlling and amount to little more than a bribe for behaviour.

#### **5.2.4.4 Satisfactory salary**

Question 4.3 (Section C) of the questionnaire asked respondents if employees must be paid well to reduce employee turnover at the department. The findings show that 94.5% of the respondents agreed that employees must be paid well to reduce employee turnover at the department, while the rest disagreed. Therefore, offering better salaries at the Department could be adopted to retain employees. Atul (2013), who expresses that when an organisation has an excellent competitive salary package, it shows a strong commitment, which results in employees being fully committed to the organisation supports the findings. Allen *et al.*, (2010: 52) argue that “it is true that salary matters for retention and employees often leave the organisation to take higher paying job elsewhere”. Organisations need to develop salary packages for different levels within the organisation and review them yearly to reduce the turnover rate. However, research shows that there is much inter-individual variability in the importance of financial rewards for employee retention (Pfeffer, 1998; Woodruffe, 1999). For instance, a study conducted by the “Institute for Employment Studies” Bevan, (1997) reveals that only ten percent of people who had left their employer gave dissatisfaction with pay as the main reason for leaving.

#### **5.2.4.5 Employee involvement in decision making**

Question 1.3 (Section B) and 5 (Section C) of the questionnaire asked respondents if respondents are not satisfied with the amount of involved that they have in the organizational decision-making. The findings show that 63.7% of the respondents said “Yes”, that they are not satisfied with the amount of involved that they have in the organizational decision-making, while there were 36.3% of the respondents who said “No”. Furthermore, the qualitative findings show that there were 5(n=5) respondents who pointed out that employees should partake in decision making. Responded 14 indicated that “*employees must be involved in the development of decision and also be engaged in any strategic decision to have input*” and responded 11 reported “*employees must be involved in decision-making at the department*”. Hendry (2012) who mentions that the aims of employee participation in decision-making are to enhance productivity, spread democracy in the working environment, increase work fulfilment, responsibility, and enhance employee relations supports the finding. Employees are more dedicated and involved when they are given an opportunity to contribute their ideas and recommendations. Nonetheless, Masanja (2008) conducted a study on managing labour

turnover in the public service where Public Service Commission was a case study and employee involvement in decision-making was not a factor in the retention of employees.

### **5.2.5 Conclusion**

The chapter discussed findings that were obtained from the previous chapter and were linked with a literature review to enhance discussion of the result. The significant findings on the causes of employee turnover at the KZN Department of Arts and Culture were identified as; unsatisfactory salary, lack of career advancement, lack of promotion, unsatisfactory working conditions, and work stress. The findings also discovered that the Administration service directorate is mostly exposed to employee turnover. Furthermore, the findings identified performance challenges caused by employee turnover at the department, which are; wastage of resources, reduction in work productivity, and disruptions in service delivery, employees not meeting deadlines, increased workload, and employees spending too much time training new staff.



## **CHAPTER 6: CONCLUSION AND RECOMMENDATION**

### **6.1 Introduction**

This chapter focuses on the conclusion and recommendations of the study and further includes limitations of the study. The main aim of this study is to assess the effect of employee turnover on performance at the KZN Department of Arts and Culture. The conclusions that are made are in correlation with the study objectives to answer the study's primary research questions. The recommendations from this study are to be available to the management KwaZulu-Natal Department of Arts and Culture.

### **6.2 Conclusion of the study**

The findings obtained from both the quantitative and qualitative data were comparable; therefore, they were discussed as one. Below is a conclusion of the findings in relation to the study's four objectives and concluding statement.

#### **6.2.1 Objective 1: To identify the factors that cause employee turnover at the KwaZulu-Natal Department of Arts and Culture**

The study found that 55% of respondents disagreed with their salary satisfaction, 41.8% mentioned lack of career advancement, 69.3% agreed with lack of promotion, 49.5% agreed with unsatisfactory working conditions, and 7.7% agreed with work stress as being the factors that cause employee turnover at KZNDAC. Empirical literature has supported the above as factors that cause employee turnover in organisations. A number of studies (Assey, 2009; Melaku, 2014; Ongori, 2007) conducted have illustrated that the causes of employee turnover in organisations cannot be clarified on the basis of one factor only but through an incorporation of several factors. The factors identified as the cause of employee turnover at the KZN Department of Arts and Culture need to be addressed in a holistic manner.

#### **6.2.2 Objective 2: To explore sections in the department that are mostly exposed to employee turnover.**

The study found that the Administration Service Directorate is mostly exposed to employee turnover with having the most (n=28) employees leaving, which means that a high number of employees leaving the department are coming from this directorate, which leads to department performing poorly. The loss of educated workers may be destructive to the organisation since it might meddle with the output of the organisation. The management of the department has to pay more attention to this Directorate, develop, and implement strategies to reduce employee turnover and improve performance.

### **6.2.3 Objective 3: To identify performance challenges faced by the Department of Arts and Culture as a whole because of employee turnover.**

The study found that 53.9% of the respondents agreed that there is wastage of resources, 66% agreed with a reduction in work productivity, 58.3% agreed with employees not able to meet deadlines. Furthermore, 70.4% agreed with disruptions in service delivery, 57.2% agreed with employees spending too much time training new staff and 74.4% agreed with increased workload as performance challenges faced by the KZNDAC as a whole because of employee turnover. It is concluded that employee turnover does affect the performance of DAC. Empirical literature is in support of the above study findings. High employee turnover in the public service has a number of consequences that could result in many general complaints about services not being of a good standard.

### **6.2.4 Objective 4: To identify strategies that can be adopted by the management of the department to reduce employee turnover and improve performance**

Employees' departure from organisations for various motives and cause organisation performance to weaken. Some of these motives are inevitable, and management of organisations cannot control them, while some of the motives are preventable if controlled. The significant findings on ways that can be used to reduce employee turnover were identified with 95.5% of the respondents agreeing to training and development, 95.6% agreeing to employee recognition, 91.2% agreeing to employee relation, 63.7% agreeing to employee involvement in decision-making, and 94.5% agree that employee must be paid well.

## **6.3 Concluding statement**

The primary aim of this study is to assess the effect of employee turnover on performance at the KZN Department of Arts and Culture. Data was collected and analysed. The findings identified unsatisfactory salary, lack of career advancement, lack of promotion, unsatisfactory working conditions, and work stress as the cause of employee turnover at KZNDAC. Therefore, if employee turnover is not taken seriously it may cause harm to the image of the department and will result in complaints from the public about poor services delivered. Moreover, the performance of the organisation will also decrease, while employees will be demotivated to work for a company with high staff turnover rate. A reasonable salary based on the current market pay should be offered to the department's employees. Employees who are satisfied with the salary they receive from an organisation that they offer their services to are likely to work for that organisation for some time. The service provided by KZN Department of Arts and Culture will end up being compromised due to high employee turnover and this

may cause customers to move to other organisations for better service. As a result, this study shall provide recommendation emerging from the empirical analysis, to reduce employee turnover and improve performance at the KZN Department of Arts and Culture.

#### **6.4 Recommendations**

Arising from the analysis and findings derived and conclusions drawn, the following recommendations are made for the KZNDAC Top management, so that appropriate measures can be taken to curb employee turnover and increase performance.

- KZNDAC management should provide benefits that will attract the best employees to remain in the organisation in order to improve service delivery. Aligning employee remuneration with employee job responsibilities will help in motivating employees to improve their performance
- In organisations where there are abundant promotional opportunities, employee turnover is lower than in organisations where there are a few promotional opportunities. Therefore, it is important that the KwaZulu-Natal Department of Arts and Culture Management ensures that recruitment is unbiased and employees who perform well receive recognition and rewards as opposed to being unnoticed with regards to promotions. Therefore, it will result in increased employee morale and performance.
- The working condition of the department needs to improve in order to increase efficiency and productivity. A conducive work environment is an environment where there is positive energy, many resources offered and working experience is enjoyable. A supportive and conducive work environment is a key success for any organisation because results are achieved thru people and when the working environment is not conducive employees will not be happy which results in turnover in the organisation. The management should consider changing the current office layout to a better one like open office layout, and emergency equipment should be provided for the safety of employees. Management to foster employees work-life balance should introduce flexible working schedules.
- KZNDAC management ought to create opportunities for career advancement at the department. Career advancement offers prospects of growth for employees in the organisation, and assist employees to become more knowledgeable and be satisfied with their work.
- The management of KZNDAC ought to involve employees in the decision-making processes. The employees ought to participate in any matter that may affect them in the

way they work. The main reasons as to why employees ought to participate in decision-making are to increase performance, enhance job satisfaction and improve employee relations. Employees need to be involved in the strategic planning sessions in order for them to offer their inputs, cross ideas within and across departments and provide solutions to key issues. When employees are considered as partners, it will lessen the number of employees who quit their jobs, because of their contributions in operational decisions and problem-solving creates more engagement in the workplace.

- The management of KZN Department of Arts and Culture needs to ensure that there is good employee relation, which will enhance communication at the highest level and reduce turnover in the rise of disputes or grievances between the employers and employees. Strategies that KZNDAC can implement to prevent turnover could comprise of implementing new work shifts, encouraging employees to share their work with each other, encouraging effective communication, introduce morning meetings for discussions and voluntary retirements.
- KZNDAC management ought to have induction programs for new employees to prevent wastage of resources when new employees settle in. The Department should provide training to new employees that will result in the decrease of wastage of resources and enhance the quality of service offered by the department.
- The Department should recruit quickly whether internally or externally when employee turnover occurs, to fill the gap left by former employees to reduce work stress to current employees.
- Training opportunities to be made available by the organisation to keep employees intrigued and rotation of employees into different job positions to encourage variety and motivation. Training and development motivate employees to make long-term commitments to their place of work.
- Employees in the department should be recognised and rewarded for their contribution, especially when they achieve goals. The management should create a recognition program for the department's employees. Recognition and reward for employees who performed outstandingly contribute to the working culture of respect and gratitude for employees and job did, which in turn reinforces employee commitment to the organisation and improves performance.
- KZNDAC management should provide benefits that will attract the best employees to remain in the organisation in order to improve service delivery. Aligning employee

remuneration with employee job responsibilities will help in motivating employees to improve their performance.

### **6.5 Limitations of the study**

The biggest limitation of the study was the lack of funds and time. Therefore, the study could not be broadened. The second limitation would be that KZNDAC does not have more than 500 employees as compared to other government departments in South Africa that have thousands of employees. As factors could be different from one department to another, the findings of this study might not be generalizable to other government departments in South Africa.

### **6.6 Recommendations for future research**

The research study used the mixed method approach (qualitative and quantitative approach) to collect data. Generally, data was collected utilising the quantitative approach more than the qualitative approach. A number of different respondents had different views regarding employee turnover and performance, and this could be researched in depth. Further research may focus on the assessment of employee retention strategies of the KwaZulu-Natal Department of Arts and Culture. The qualitative approach should be utilised in this field of study, which will permit the researcher to use interviews to collect data from respondents.

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## APPENDIX A: PERMISSION TO CONDUCT RESEARCH



25 August 2016

Mr Steve Ogony  
Golf Road  
UKZN Denison  
Pietermaritzburg  
3201  
E-mail: [steve16odiyo@gmail.com](mailto:steve16odiyo@gmail.com)

To whom it may Concern

### RE: PERMISSION TO CONDUCT RESEARCH

My name is Steve Ogony, and I am a Masters of Commerce student in Human Resource Management at the University of KwaZulu-Natal Pietermaritzburg Campus. The research I wish to conduct for my Master's dissertation involves "*Investigating the effect of employee turnover on performance: A case study of the KwaZulu-Natal Department of Arts and Culture*". This study will be conducted under the supervision of Dr BK Majola (UKZN, South Africa).

I am at this moment seeking your consent to have access to the organisation's information, such as the organogram, annual reports, list of employees in the organisation and to distribute questionnaire surveys to employees. I at this moment request permission to conduct research on your organisation. I have provided you with a copy of my research project description which includes copies of the measure and consent and assent forms to be used in the research process.

Upon completion of the study, I undertake to provide the Department of Arts and Culture with a bound copy of the full research thesis. If you require any further information, please do not hesitate to contact me on Cell: 0717652172 or Email: [steve16odiyo@gmail.com](mailto:steve16odiyo@gmail.com). Thank you for your time and consideration in this matter.

Kind Regards,  
Steve

## APPENDIX B: GATEKEEPERS LETTER



**arts & culture**

Department  
Arts & Culture  
PROVINCE OF KWAZULU-NATAL

Enquiries	Mr AP HADEBE	Telephone	033 341 3637	Private Bag	X9140
Imibuzo		Ucingo		Isikhwama	Pietermaritzburg
Navrae		Telefoon		Seposi	3200
Reference		Fax	033 345 0455	Privaatsak	
Inkomba		iFeksi		Date	15 November 2016
Verwysing		Faks		Usuku	
				Datum	

**MR S. M. OGONY**  
**UNIVERSITY OF KWAZULU NATAL**  
**GOLF ROAD**  
**DENISON, BLOCK E R12**

Dear Mr Ogony

### APPROVAL TO CONDUCT RESEARCH WITHIN THE DEPARTMENT

The Department acknowledges the receipt of your communiqué dated 10<sup>th</sup> October 2016.

The interest you have shown is appreciated, hence the Department will afford you an opportunity to conduct your research, with an understanding that your finding together with your recommendations will be shared with the Department prior to them being published.

Given the topic you have chosen, MR AP Hadebe (Deputy Director: Organisational Design & Development) has been requested to assist you and serve as your point of contact within the Department in as far as your research work is concerned. His contact details are as follows,

Telephone number	033 341 3637
Email address	hadebep@kzndac.gov.za
Fax number	033 345 0455
Cellular number	083 519 9690

The Department wishes you all the best in your studies.

Yours sincerely,

  
**MR MB MNGUNI** 25/11/2016  
**ACTING HEAD OF DEPARTMENT**

## APPENDIX C: COVER LETTER AND INFORMED CONSENT



Dear Respondents

**Research Project: Master of Commerce: Human Resource Management**

**Researcher:** Steve Ogony (0717652172) email: [steve16odiyo@gmail.com](mailto:steve16odiyo@gmail.com)

**Supervisor:** Dr BK Majola (033 260 5220) email: [majolabk@ukzn.ac.za](mailto:majolabk@ukzn.ac.za)

I, Steve Mawere Ogony currently registered at UKZN for studies leading to a Masters of Commerce degree in Human Resources Management I am carrying out a research project at the KwaZulu-Natal Department of Arts and Culture. The study is entitled:

*The effect of employee turnover on performance: A case study of the KwaZulu-Natal Department of Arts and Culture.*

The purpose of this study is to determine how employee turnover effects performance at the KZN Department of Arts and Culture. Employee turnover is a ratio of the number of workers in an organisation who have left voluntarily or involuntarily in a specific period divided by the number of employees who remain in the organisation in a period.

To achieve the objectives of this research the researcher needs assistance from you to fill questionnaire provided. The attached questionnaire will take about 15 minutes to complete. Please return the questionnaire as soon as possible. Your participation in this project is voluntary. Please rest assured that your responses will be treated with utmost confidentiality and will not be divulged to any other party. The researcher ensured that the information that you will provide would not be used for any other purpose except for research investigation only. Anonymity will be ensured in this research. Data from the respondents cannot be linked to a specific individual. The researcher will never injure or harm the people being studied, regardless of whether they volunteered to be part of the study or not. Privacy will be ensured in this study. Your participation will be highly appreciated.

If you have any questions or concerns about participating in this study, please contact me or my supervisor

Sincerely

Investigators signature .....

Date .....

**Informed consent**

I.....  
..... (Full names of participant) at this moment confirm that I understand the contents of this document and the nature of the research project, and I consent to participate in the research project. I understand that I am at liberty to withdraw from the project at any time, should I so desire.

.....  
Signature of Applicant

.....  
Date

## APPENDIX D: QUESTIONNAIRE

Questionnaire to respondents

1. Please tick one of the correct answers with an (X).

2. Answer all questions.

### Section A: Demographic factors

1. **Age**

18-25 Years  26-35 years  36-45 years  46-55 years  56 and 65 years

2. **Gender**

Male  Female

3. **Highest Educational Qualification**

Matric Certificate (Grade 12)  Certificate  Diploma/Degree

Honours Degree  Master's Degree  PhD degree

4. **Length of public service**

1-3 years  4-6 years  7- 10 years  11-13 years

5. **Length of service at the Department**

1-3 years  4-6 years  7- 10 years  11-13 years

6. **Directorate**

Cultural affairs  Libraries, information and services  Financial management services  Administration services  Infrastructure management  Regional office management

7. **Occupational level**

Level 1-5  Level 6-8  Level 9-12

8. **Rank** .....



**Section B: General questions**

*For each of the following questions, Please encircle the letter of your choice.*

**1.1 Do you feel that there is employee turnover in your organisation?**

A. Yes

B. No

**1.2 Does employee turnover in your organisation affect performance**

A. Yes

B. No

**1.3 Are you satisfied with the amount of your involvement in the organisational decision making?**

A. Yes

B. No

**1.4 If you have a better job opportunity with other organisations, will you want to stay in this organisation?**

A. Yes

B. No

**Section C: Questions Linked to Causes of Employee Turnover and performance**

*With respect to your feelings and level of motivation about your job, please indicate the extent to which you agree or disagree with each statement by marking with an X on one of the five alternatives below each statement.*

*(1) STRONGLY AGREE, (2) AGREE (3) NEUTRAL (4) DISAGREE, (5) STRONGLY DISAGREE*

**1. Please indicate your response regarding causes of employee turnover.**

	Item	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1.1	I'm satisfied with the salary I'm getting in my organisation					

1.2	In my organisation, there is no opportunity for career advancement					
1.3	I'm not satisfied with working Conditions.					
1.4	Work boredom is the causes of employee turnover.					
1.5	My input is not appreciated					
1.6	My efforts to do a good job are seldom blocked by rules and procedures					
1.7	The goals of this organisation are not clear to me					
1.8	Lack of flexible work arrangement					
1.9	Lack of up-to-date technology to perform my job					
1.10	Lack of promotion					

**2. Please indicate your response regarding the effect of employee turnover on organisational performance.**

2.1	Low or High employee performance in the workplace					
2.2	High staff turnover causes too much wastage of resources when new employee settles in					
2.3	High staff turnover causes reduction in work productivity					
2.4	High staff turnover cause employee not to meet their deadlines					
2.5	Employee turnover disrupts service delivery					
2.6	Employee turnover causes a decline in services provision					
2.7	High employee turnover increases work load for each employee					

2.8	Work stress causes turnover					
2.9	Employees are asked to work overtime because of high turnover rate					
2.10	Employees spend too much time in training new staff member					

### 3. Employee Turnover Intention

3.1	I always imagine working at a different workplace					
3.2	I will probably be looking for another job soon					
3.3	I often think of giving up the present job					
3.4	I will quit this job sometime in the near future					

### 4. Please indicate your response regarding ways that can be used to reduce employee turnover.

4.1	Work relationship between employees must be improved.					
4.2	Employees must be recognized when they achieve goals.					
4.3	Employee must be paid well (reasonable salary).					

**5. Additional comments**

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*Thank you in Advance for your Cooperation*

## APPENDIX E: ETHICAL CLEARANCE CERTIFICATE



13 January 2017

**Mr Steve Mawere Ogony 215054875**  
School of Management, IT and Governance  
Pietermaritzburg Campus

Dear Mr Ogony

Protocol reference number: **HSS/0010/017M**

Project title: **The effect of employee turnover on performance: A case study of the KwaZulu-Natal Department of Arts & Culture**

**Full Approval – Expedited Application**

In response to your application received 19 December 2016, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol has been granted **FULL APPROVAL**.

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

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

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

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

Yours faithfully

.....  
**Dr Shenuka Singh (Chair)**  
Humanities & Social Sciences Research Ethics Committee

/pm

cc Supervisor: Dr BK Majola  
cc. Academic Leader Research: Professor Debbie Vigar  
cc. School Administrator: Ms D Cunynghame & Ms Jessica Chetty

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Humanities & Social Sciences Research Ethics Committee

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