UNIVERSITY OF KWAZULU-NATAL

STAFF RETENTION AND ELEMENTS OF A SUSTAINABLE STRATEGY: A CASE STUDY OF KWAZULU-NATAL DEPARTMENT OF COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS

by

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A dissertation submitted in partial fulfilment of the requirements for the degree of

Master of Public Administration

School of Management, IT and Governance

College of Law and Management Studies

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March 2018

DECLARATION

I, **Crosby Sydney BROWN,** declare that

(i)   The research reported in this dissertation, except where otherwise indicated, is my original research.

(ii)   This dissertation has not been submitted for any degree or examination at any other university.

(iii)   This dissertation does not contain any other person's data, pictures, graphs or other information, unless specifically acknowledged as being sourced from other persons.

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ACKNOWLEDGEMENTS

ABSTRACT

Trends of the South African workforce show that the South African public sector is struggling to retain invaluable employees. Very soon the public sector will be left understaffed and with less qualified workforce that will ultimately hinder the public sector to deliver service needed to the community. Studies have been conducted on factors that cause employees to leave the public sector but very little is known about the factors that influence public sector employees to remain in the sector. In other words, retention practices have been overlooked. This study explored the implementation of financial and non-financial strategies designed to retain employees at CoGTA in Pietermaritzburg. Therefore, the main research objective was to determine the financial and non-financial strategies used to retain employees. The study used a case study research design and qualitative research methodology. The target population was employees at the CoGTA in Pietermaritzburg. Purposive sampling was used to select eight participants. Data was analysed using thematic analysis. The results of the study indicate that money is an important motivator to employees to stay at CoGTA. Money as an incentive at CoGTA is used in form of good salaries, pensions, bonuses and capped leave encashment. Money plays a crucial role in satisfying physiological, security, and social needs for employees at CoGTA. There is need for CoGTA to strike a balance between the provision of financial incentives and non-financial incentives to employees.

KEY WORDS: Financial Incentives; Non-financial Incentives; Employee Retention; Public Sector.

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GLOSSARY OF ACRONYMS

AAPAM	African Association for Public Adminstration and Management
APP	Annual Performance Plan
Cogta	Cooperative Governance and Traditional Affairs
EPMDS	Employee Performance Management Development System
GEPF	Government Emloyee Pension Fund
HOD	Head of Department
HRM&D	Human Resource Management and Development
KZN	KwaZulu Natal
LL	Lower Levels
MEC	Member of the Executive Committee
MMS	Member of Middle Service
MPA	Master of Public Administration
PNPA	Pension – Non-Pensionable Allowance
SARS	South Africa Revenue Service
SMS	Senior Management Service
UKZN	University of KwaZulu Natal

CHAPTER ONE

INTRODUCTION AND OVERVIEW OF THE STUDY

1.1 INTRODUCTION

This chapter presents the background to the study, research problem, aim of the study, and the contribution of the study. This is followed by the research objective and research questions. The chapter also presents the brief focus of the literature review and research methodology used in the study, the limitations of the study, definition of terms, chapter organization of the dissertation, and chapter summary.

1.2 BACKGROUND TO THE STUDY

Several studies show that the retention of employees is important in the development and realization of the goals and objectives set by organizations in particular in the public sector (Cloete, 2009). Crous (2014) argues that the retention of employees is an important source of competitive advantage for many organizations. For a long time now loyalty was the basis of the relationship between employees and employers (Cloete, 2009). Losing talented employees has been found to be detrimental not only to the public sector but private sector as well (Crous 2014). Maphunye (2011) argued that outstanding employees leave companies because they are demotivated or dissatisfied with being under paid, having poor work conditions (Minnar and Bekker, 2005), lacking personal development (Public Service Commission, 2010), and other factors (Cloete, 2009).

Studies show that South Africa is facing its own share of employee turnover challenges. For example, the public sector in South Africa is currently faced with 52% employee turnover and is constantly strategizing and battling to retain key staffs and employees (Nankrihub, 2010). The public sector is mainly faced with a rising number of staff voluntary turnovers (Theron, Barkhuizen and Du Plessis, 2014). The Department of Cooperative Governance and Traditional Affairs, KwaZulu-Natal, does not operate in isolation, the department is also faced with high employee turnover.

Cogta is a provincial government department situated in the city of Pietermaritzburg, the capital and second-largest city in the province of KwaZulu-Natal, South Africa. The department has 10 district offices dispersed all around the province and as at January 2016, the department has a staff complement of 1888 employees in its establishment (Public Service Commission, 2016). This research study intends to fill the gaps of inadequate literature on employees' retention strategies used by Cogta. The researcher discovered over the years that Cogta is facing out-fluxes of employees, and some units do not even have enough employees to do work (Cheminais et al., 2009). Therefore, there is need for retention strategies to reduce the problem of turnover at Cogta.

1.3 STATEMENT OF THE PROBLEM

Retaining invaluable talented employees remains a huge concern in the public sector in South Africa today. Studies on the analysis of the trends of the South African workforce show that there is a shortage of highly skilled employees with skills and knowledge needed to perform at high levels in the public sector (Crous, 2009). This means that the South African public sector is struggling to retain invaluable employees and very soon the public sector will be left understaffed and with less qualified workforce that will ultimately hinder the public sector to deliver service needed to the community (Nengwekhulu, 2009). Several studies have been conducted on factors that cause employees to leave the public sector (Crous, 2009) but very little is known about the factors that influence public sector employees to remain in the sector. Therefore, there is a dearth of research on what influences employees in the public sector to remain with their department and what determines their attachment with the department. In other words, retention processes have been overlooked although the reasons employees decide to stay in the department are not always the same as the reasons employees decide to the leave their department. This study will explore the implementation of integrated strategies or systems designed to attract, develop, retain, and utilize employees with required skills and knowledge to meet current and future public sector needs. Employee turnover happens when employees leave their jobs and there is a need to replace them. Replacing exiting employees comes at high price and destructive to service delivery (Minnar and Bekker, 2005). Therefore, the challenge management has is to reduce the rate at which employees in the public

sector especially those that are crucial to the public sector's operations leave. Despite studies conducted to establish factors leading to employee retention, the problem of employee retention remains one of the huge challenges that the public sector faces (Cheminais et al., 2009; Crous, 2009). Therefore, this study will explore the retention strategies used in public sector in particular at Cogta.

1.4 AIM OF THE STUDY

The aim of the study is to assess the strategies used to influence employees' retention at Cogta.

1.5 RESEARCH OBJECTIVES

The objectives of the study were:
- To assess the financial strategies used to influence employees' retention at Cogta;
- To assess the non-financial strategies used to influence employees' retention at Cogta; and
- To investigate measures used to promote retention of employees within Cogta.

1.6 RESEARCH QUESTIONS

The study attempted to answer the following key questions:
- What are the financial strategies used to influence employees' retention at Cogta ?
- What are the non-financial strategies used to influence employees' retention at Cogta ?
- What are the means used to ensure sustainable retention is achieved ?

1.7 SIGNIFICANCE OF THE STUDY

The study contributes to the body of knowledge on the factors that influence the motivation of employees' retention in the public sector. Findings in this study extend

knowledge frontier and inform policy makers on what needs to be done to address the challenge of employees' turnover rate in the public sector in South Africa.

1.8 LITERATURE REVIEW

Literature review explores causes of employee voluntary turnovers by exploring financial and non-financial factors. Literature also deals with various strategies that have been suggested over the years and why some of those strategies have not been effective.

1.9 BRIEF INTRODUCTION TO THE RESEARCH METHODOLOGY

The study employed a case study research design that allows a researcher to dig deeper into the phenomenon and bring out the nuance of what is being studied. Qualitative research methodology was used to underpin the study. The target population is CoGTA employees in Pietermaritzburg. Purposive sampling was used to select employees, and the study adhered to qualitative research techniques of data control. Thematic analysis was used to analyse data.

1.10 ETHICAL ISSUES

The ethical approval for this study will be sought from the Ethics Research Committee of University of KwaZulu-Natal; the gatekeeper's letter will be sought from the Department of COGTA. Human dignity, privacy, anonymity and confidentiality will be adhered to. Each participant will be given a consent form to familiarise themselves with the aim of the study.

1.11 LIMITATION OF THE STUDY

The major limitation envisaged for this study is getting hold of COGTA employees as they have busy schedules. However, efforts will be made to have appointments with employees far before the study is conducted.

1.12 DEFINITIONS OF TERMS

Financial Incentives: "is money used a motivator. Common uses of money as incentive are in the form of wages and salaries, bonus, retirement benefits, medical reimbursement, and others. Management needs to increase these financial incentives making wages and salaries competitive between various organisations to attract and hold employees" (Crous 2014:11).

Non-Financial Incentive: "are higher order needs for status and recognition and ego in society organisation provide to attract or retain employees (Cloete, 2009:34)

Retention strategies: these are "policies and plans that organisations follow to reduce employee turnover and attrition and ensure employees are engaged and productive long-term" (Nengwekhulu, 2009:5).

1.13 CHAPTER ORGANISATION

- **Chapter 1:** is an introduction and background to the study: will present the background to the study focusing on the procuring process, research problem, research questions and objectives, significance of the study, and brief overview of the research design and research methodology, limitations and delimitation of the study. The chapter will end with definition of terms and summary to the chapter.

- **Chapter 2:** discusses literature on financial and non-financial retention strategies concerning the concerning the study.

- **Chapter 3:** deals with the research design, research methodology, study site, population, sampling techniques and simple size, data collection methods, ethical issues, validity and reliable issues, and analysis of data. This chapter will cover the research design and methodology of the study.

- **Chapter 4:** presents data analysis and interpretation based on the research objectives the study sets out to achieve. The chapter will go further to analyse and discussion findings of the study.

- **Chapter 5:** deals with the summary of the findings, conclusion on the research objectives, a synthesis of the key findings, recommendations on policy implementation and future research.

1.14 CONCLUSION

Many organisations use incentives as inducement, which stimulate employees to action in a desired direction. Incentives modern organisations use to motivate employees may be grouped into financial and non-financial incentives investigated in this study. This chapter presented the background to the study, research problem, aim of the study, purpose of the study, and research objective and research questions. The chapter also presented the brief methodology used in the study, definition of terms, the limitations of the study, chapter organization of the dissertation and summary. The following chapter will comprehensively deal with the literature review.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

This study will assess the strategies used to influence employees' retention at Cogta. This chapter presents the literature review conducted in this study with an aim to explain the complex nature of factors that influence retention of employees from different perspectives. The chapter has two sections; the first section presents literature on retention motivation strategies. The second section presents literature review on motivation theories of retention in an organisation.

2.2 THE CONCEPT OF RETENTION

Scholars define retention as a process of keeping in the company or organisation high performing and talented employees (Adams et al 2005: 404-415; Abbasi and Hollman 2008: 333-342). Ahmad, Ali and Zaman (2010: 167-192) retention is satisfying and making employees happy about their jobs such that they are made to be dedicated, and this helps people or communities served by the organisation satisfied. Allard, Haas and Hwang (2011: 141-157) explains the concept of retention as an act of retaining the best performing employees whose work is important to the organisation. Retention according to Altaf and Awan (2011: 93-99) helps to get rid of the issue where the organisation has to recruit, select and transport people to replace those that are leaving. Therefore, the effects of turnover are real and they force management team to design and implement retention strategies. The following section presents literature on some of the retention strategies that could be used in the public sector.

2.3 RETENTION STRATEGIES

A retention strategy is defined as a price plan of action and premeditated process aimed at keeping employees that are performing well (Armstrong 2006). Awag, Ahmad and Zin (2010: 45-59) argue that retention strategies should be implemented based on the challenges of retention faced by an organisation (see also Barney,

Wright and Ketchen 2001: 625-641). Therefore, retention strategies should address specific turnover problems identified within specific organisations (Blake 2006).

2.4 FINANCIAL FACTORS

Literature in this section highlights financial strategies for retention used by organisations. The strategies presented include compensation, development, training, mentorship programmes, flexible workloads, recognition programmes, and others, as discussed below.

2.4.1 Compensation

Studies show that salaries and benefits are major factors that influence employees to continue working in an organisation (Bloom and Michel 2002: 33-42; Breslin 2013: 42). Scholars argue that compensation does not only make employees stay in an organisation but influences them not have intentions to leave the organisation (Cascio 2006; Bubsin 2011; Brunetto 2002). In support of this finding, Cegarra-Leiva, Sánchez-Vidal and Cegarra-Navarro (2012: 91-108) argue that compensation packages make employees remain with the organisation as they feel that their inputs are valued and not in vain. Chan and Kuok (2011: 421-441) stated that high compensation pay and the presence of resources for employee compensation make employees stay in the organisation. Scholars have outlined different types of compensation that make employees stay in the organisation. The first on is benefit and services as presented below.

2.4.2 Benefits and Services

Cheng, Huang, Li and Hsu (2011: 391-401) argue that additional service that organisations offer employees help to retain employees (see also Chiang, Birtch and Kwan 2010: 25-32). Services that can help to retain employees include having good protection or security system so that employees feel safe to work in the organisation, having counselling services a way of showing concern to what is happening in employees' lives, having planning services to help employees plan their futures, and having restaurants, clinics and crèche within or near their organisations to make the

lives of employees easy (Hausknecht, Rodda and Howard 2009: 269-288; Hakanen, Bakker and Schaufeli; 2006: 495-513 ; Clutterbuck 2004: 17-19).

2.4.3 Incentives

Hakanen, Bakker and Schaufeli (2006: 495-513) argue that having incentives for employees who perform well in the organisation influences them to stay in the organisation (see also Cox 2009: 181). Das and Baruah (2013: 08-16) state that both long and short term incentives are effective in retaining employees. Ehlers and Oosthuizen (2008) explain that organisations that have incentives at different levels; individual or group level may easily retain employees as all employees tend to benefit from incentives either at the individual or group level or at both levels. Incentives that are one off payments and have no labour overhead cost implication satisfy employees therefore influencing them to stay in the organisation (Dermody, Young and Taylor 2004: 1-14).

2.4.4 Merit Pay

Several scholars explain that when employees are paid according to the professional behaviour they exhibit and performance at work, they are encouraged to stay in the organisation (Erasmus, Schenk, and Swanepoel 2008; Eyster, Johnson and Toder 2008; Firth, Mellor, Moore and Loquet (2004: 170-187). Frauenheim (2006: 1-26) says that the best way to pay employees is to add the merit pay to the salary as this encourages them to stay.

2.4.5 Base Pay/ Wage

Studies show that the good wages or set payments that workers get for the work they retain employees (Gardner, Dyne and Pierce 2004: 307-322; Garg and Rastogi (2006: 572-587). However, literature shows that good salaries enable employees to meet their basic needs and this motivates employees to stay in the organisation (Handy 2008). Better still, when organisations are able to pay salaries that make employees meet both their needs and wants; this motivates employees to remain in their organisations (Hytter 2007: 59). The section below presents non-financial factors that influence employees' retention.

2.5 NON-FINANCIAL FACTORS

Studies show that there are also non-financial factors that influence employees to remain working in their organisations.

2.5.1 Training and Development

Training is defined as the intentional way of acquiring abilities, information and skills so as to perform a particular job or task effectively (Ismail 2015). Jiang, Xiao, Qi and Xiao (2009: 177) argue that training empowers employees within the proficiency they need to achieve their career goals therefore encouraging them to stay in the organisation. Besides, Jo (2008: 565-582) states that training empowers employees with a better understanding of their job and what it means to be productive.

McKenzie (2007) explains that training employees develops them in a way that makes them better employees. Karatepe (2013) states that, training and developing of employees is an investment to organisations as employees are given the latest knowledge and technology on how to do their work making organisations to have an edge against all competitors. A study by Khan et. Al (2011: 7-15) conducted on the role of training and developing employees in the public sector found that, training and mentoring employees influences employees to stay in the organisation. In the same vein, a study by Kukano (2011) articulated that, training and development influences employees to be satisfied and happy with their organisations. Handy (2008) found that, organisations that have an organisational culture of training and developing their employees on innovation and new trends retains and attracts employees as employees feel valued when empowered with skills, knowledge and ability.

2.5.2 Workloads

Scholars argue that organisations that restructure employees' workload to ensure that employees have acceptable workload will retain employees (Marshall 2014; Lee, Ashton and Shin 2005). This is because employees are made to feel that their plight is taken care of (Handy 2008). Meyer, Topolnytsky and Krajewski (2003) listed down some of the activities civil servants do that include; community engagement,

committee involvement, administrative work, report writing, and others. When employees have time to do these activities and have time for their families, individual spiritual development, leisure, and health, these activities help them to have work life balance and have no intention to leave their organisations (Meyer, Topolnytsky and Krajewski 2003).

A study by Muteswa and Ortlepp (2011: 13-29) reported that when employees have 40 to 46 work hours per week, this encourages them to stay in the organisation as they feel that they are not working beyond what is expected of them. In addition, studies show that when employees are given some degrees of freedom to choose how they want to work, given variety of tasks and responsibilities they are motivated to work and stay in the organisation (Netswera and Rankhumise (2005; Ng'ethe, Iravo and Namusonge (2012). Nwokocha and Iheriohanma (2012) and Nyberg (2010) conducted a study on workloads and found that employees who had little or acceptable workload reported no burnout and intentions to leave their organisation compared to those who had huge workloads. Nwokocha and Iheriohanma (2012) further argue that when employees have normal workloads they have time for emotional growth, time to be in touch with colleagues, and find meaning in their work and this feeling helps them to achieve their career goals and stay in the organisation.

Nzukuma and Bussin (2011) said that when workers have normal workload they tend to have no or little occupational stress and this results to gain in terms of productivity making the organisation do better and treat employees better a strategy that makes employees stay in an organisation. In agreement, Perry (2014) argues that flexible workloads prevent employees from burnout, stress, and makes employees want to stay in an organisation. In support of this finding, Pienaar and Bester (2008) reported that flexible workloads are responsible for energy filled employees, positivism, and positive affectivity among employees. In return, this influences them to stay in the organisation. In the line of thought, Purcell (2003) argues that when an organisation has realistic objectives or target to be achieved and has adequate employees, then employees are encouraged to stay in the organisation.

2.5.3 Recognition Programmes

Studies show that recognition programmes in companies are attributed to good organisational performance and this helps to build motivational culture that makes employees to stay Martins (2008). Martins (2008) further says that when an organisation recognizes employees or gives commendation to employees for performing well, employees are encouraged to remain in the organisation. Cox (2009: 181) argues that recognitions of employees for performing well are only meaningful if they help to address some of the needs of the employees. The same study revealed that strategic recognitions of employees where organisations recognise performance of employees influence employees' perceptions, attitude and behaviour to stay in the organisation (Cox 2009: 181).

A study by Rehman (2012: 82-89) on employees' recognition reported that recognition influenced employees' commitments and loyalty, and this makes employees to stay in the organisation. In the agreement, Bussin (2011) states that when supervisors or managers recognised employees, it made employees feel appreciated as their effort is taken notice of and this encourages them to stay in the organisation. Ritchie (2013) states that it is not huge gestures of recognition that makes employees to stay but simple gestures such as thank you notices or small gifts such as certificates, plaques, cash, and even food. Tyler (2013) accentuated that organisations that go beyond saying thank you to their employees by giving them mouth-watering packages are more likely to retain employees than those that end by expressing the thank you word of mouth.

2.5.4 Leadership

Studies show that the relationship between employees and the management team members or leaders has influence on employees' retention (Tyler 2013; Wheeler and Glennie (2012). A study by Hunter (2013) underscored that when management has a good working relationship with employees or juniors, the good relationship makes employees satisfied with their job and stay with the organisation. Scholars also argue that a good relationship between management and subordinates influences subordinates to work hard, and this positively affects productivity and employees tend to stay in the organisation as they want to be part of the productive and successful

organisation (Tyler 2013). Utah Foundation (2007) took the debate further by arguing that the relationship between subordinates has influence on employees to stay in the organisation as employees convince themselves to stay in the organisation through their interactions. A study by Rehman (2012: 82-89) argued that when the managers are able to entrust their subordinates with tasks and roles, this makes subordinates to be satisfied with their jobs and this influences subordinates to stay in the organisation.

2.5.5 Promotion and Opportunities

A study by Martins (2009) explained that when employees have opportunities to be promoted, they are motivated such that they work hard and believe that they can attain higher positions and this influences them to stay in the organisation. In agreement, Dube and Ngulube (2013: 1-8) deliberated that the type of promotion available in an organisation influences employees to stay with the organisation as employees keep on aiming for the available promotion opportunities. In the same vein, a study by Cox (2009) found that when an organisation has opportunities for employees such as career plans, succession plans, lucrative career options, and job flexibility, employees make conscious decisions to stay with the organisation. Rehman, (2012: 82-89)'s study states that when employees are aware and happy of the promotion criteria, they are able to make an assessment to ascertain if the criteria is achievable. If the criteria is found to be achievable, then employees make decisions to remain with the organisation.

2.5.6 Employees' Participation in Decision-Making

Tomlinson and others show that when organisations are able to clearly communicate their objectives, intentions, programmes, projects, and decision with employees, this makes employees to feel part of the organisation and would not leave the organisation (Tomlinson, 2002 and Adams, 2005 *et al* 404-415). In agreement Rehman (2012: 82-89) explained that including employees in decision- making platforms gives them a deep sense of belonging and helps employees to make conscious decisions to stay with the organisation. Scholars argue that, the inclusion of employees in the decision-making process reduces conflicts and confrontations in the implementation of organisations' processes as most of the decisions are reached at together. In return,

this helps to retain employees as they feel bonded to the organisation (Swanepoel, Erasmus, Schenk and Tshilongamulenzhe, 2014; Tettey, 2006).

2.6 . THEORETICAL PERSPECTIVE OF MOTIVATION

Several theories can be used to understand the phenomenon of employees' motivations. However, this section only address a few that include Maslow's hierarchy of needs theory, Herzberg's two-factor theory, equity theory, expectancy theory and positive enforcement theory.

2.6.1   Hierarchical Model of Needs

A long time ago Maslow developed a model called the hierarchical model of needs that categorised human needs as higher and basic needs. Higher needs are presented on top of the framework and basic needs on the bottom. In a hierarchical order, Maslow argues that human ne   eds include physiological safety, and security, belonging, and social, self-esteem, and self-actualisation (Adams and Heywood 2009).

Figure 2.1: Maslow's Hierarchy of needs theory

Source: Adams and Heywood (2009)

2.6.1.1 Physiological Needs

These physiological needs are also called biological needs (Adams and Heywood 2009). Maslow explained that human beings need shelter, food, water, rest, and air to

live (Behrstock and Clifford 2009). In agreement, Adams and Heywood (2009) study reported that employees in organisations are able achieve physiological needs if their employers are able to pay them better. Being able to meet biological needs motivates employees to work in pursuit of higher order needs. This argument is reinforced by Bagusat et al (2010)'s study that established that when employees are able to meet their biological needs they become satisfied with employment and likely to stay with the organisation to continue to meet their biological needs.

2.6.1.2 Safety and Security

Maslow explained that human beings have several needs including the need to be protected from threats, deprivation, and physical dangers (Adams and Heywood (2009). Maslow's idea is supported by Bellingsley (2003) who states that human beings need individual and organisational protection as well as protection from excessive fear caused mainly by fellow human beings. Ballou (2001) argued that in many organisations employees see the need of safety and security in form of a guaranteed salary and protection from all forms of harm.

2.6.1.3 Belonging and Social Needs

Maslow's theory explains the need that human beings have to be accepted, wanted and appreciated (Adams and Heywood (2009). These needs entail that human beings have a need to be with people of their type, group they identify themselves with, and the need to love and be loved to participate in social activities (Deci and Ryan 2004). Ingersoll (2001: 499-534) says that when employees are able to participate in both formal and informal organisational social activities and have cohesive work environment employees are influenced to stay in the organisation.

2.6.1.4 Esteem Needs

This construct on the human needs for esteem explains that human beings have two esteem needs; human reputation seen as human beings need for prestige, recognition, status, respect and appreciation from their colleagues (Bagusat et al (2010). The second esteem need is knowledge, competence, independence achievement, self-respect and confidence. Pulse (2005) said that when employees

are able to achieve esteem needs and reputation in the organisation, they become happy and satisfied, and are not likely to leave the organisation. Rasmussen (2008) stated that being able to achieve esteem needs influences employees to increase their output so that their conditions can be heightened further by their employers (see also Pulse 2005).

2.6.1.5 Self-actualisation

The construct of self-actualisation explains that human beings have goals that they set in life that they want to achieve (Figlio and Kenny 2007). As a result, people work towards realizing their goals, and this brings fulfillment people's lives. Maslow also explains that human beings believe that they have destinies (Pulse 2005). Therefore, their lives are lived in such as a way that would help them to achieve their destinies. Their need to like and to be liked by others enables them to live life to their full potential (Figlio and Kenny 2007). Maslow argues that self-actualisation is the highest order of need and not all people realise this need. Deci and Ryan (2004) found that it is rare for employees to leave an organisation that makes them realise their destinies. Therefore, Maslow is proposing that when human needs are met, people become satisfied and want to stay in a place or organisation that satisfies their needs. Maslow's theory has been criticised for lack of evidence to support his propositions many scholars consider being rigid, and not consistent with human behaviour in real life setting. However, the theory provides a good framework that can be used to understand human needs especially factors that influence organisations retain employees, and factors that influence employees to remain in their organisations.

2.7 Herzberg Two-Factor Theory

The two-factor theory is also called the motivator hygiene theory (Herzberg, Mausner and Snyderman ,2011; Adams and Heywood 2005). The theory explains that human beings are motivated by two independent types of factors (Figlio and Kenny 2007). The first factor is hygiene influence that explains that company policies, working conditions, rate of payment, job security, and personal life, relations with others and quality of supervision can either push employees out or pull employees into the organisation (Martin 2007). The second factor is motivation that explains that

employees can be forced to stay with an organisation depending on their achievement, responsibilities given to them, recognition opportunities available, job interest, opportunities for personal growth, and opportunities for career development (Lockwood and McCaffrey 2007).

Figure 2.2: The Two-factor theory

Dissatisfaction and demotivation	Not dissatisfied but not motivated	Positive satisfaction and motivation

Hygiene Factors	**Motivational Factors**
•Company policies •Quality of supervision •Relations with others •Personal life •Rate of pay •Job security •Working conditions	•Achievement •Career advancement •Personal growth •Job interest •Recognition •Responsibility

Source: Figlio and Kenny (2007)

The two-factor theory was criticised for being simplistic in depicting reality. However, the theory is good in that it presents factors that are worth reflecting on when it comes to personnel retention in particular personnel management in an organisation.

2.8   Equity Theory

The equity theory explains that people's motivations emanate from longing to be treated fairly or justly (Deci and Ryan 2004). The foundation of the theory in the work

environment is that employees always compare themselves between other employees and what they put in their work and results they get from their efforts. In other word, the theory argues that people's motivations are influenced mainly by how they feel are treated compared to others (Deci and Ryan 2004).

Figure 2.3: The equity theory

Source: Steyn (1996)

What the proponent of the theory Adams is suggesting that people reflect on inputs they bring to the work in form of experience, education, expertise, training, loyalty, and effort with the rewards they get in form of status, remuneration, recognition, prestige, social relationships, and promotions, with other employees in similar jobs (Deci and Ryan 2004; Lockwood and McCaffrey 2007). If the reward and input comparison makes people feel a sense of equity, they are influenced to maintain the status quo. However, when people are left with a feeling of inequity, they are influenced to change the situation. According to Lockwood and McCaffrey (2007), when people have a stronger sense of unfairness they tend to have a stronger motivation to do something about it.

Lockwood and McCaffrey (2007) claimed that the equity theory proposes that people are not only interested in rewards as such but they are also interested in the comparative nature of returns. This means that part of the desirability of rewards in a

work context is the degree to which they are perceived to be equivalent to those available to the peer group.

Several criticisms have been put against the theory. Critics said that much of research that supports equity theory focuses only on the way opinions of reward equity affects quality and quantity of work (Lavy 2004; Lockwood and McCaffrey 2007). Others explained that the theory limits extrapolations about the choice of comparing others. In addition, the comparison other used by subjects is vague in several studies conducted (Ballou 2001). Furthermore, the theory fails to catch the difficulty people know to exist in the real world (Ballou 2001).

The theory was also criticised for suggesting that the feelings of disproportion is only the choice of comparison other as evidence shows that people's own internal standards influence the sense of equity. Other critics said that there is a shortage of portfolio evidence for the suitable behaviour when results at work are seen to surpass inputs (Ballou 2001; Lockwood and McCaffrey 2007).

However scholars argue that the emphasis on individual perception accentuated by the theory has important implications for the education environment (Lavy 2004; Deci and Ryan 2004). In other words, the equity theory can be used to understand relationships between employees and organisational environments variables and has a lot to educate school managers to contribute towards the motivation and satisfaction of employees. This study will employ the equity theory to understand how school management teams contribute towards the recruitment and retention of employees.

Work motivation theories reviewed above exhibit people's intricate nature. Each theory presented in this study is relatively usable up to a certain extent to some individuals and certain settings. It is therefore important that when pondering on theories of motivation researchers should bear in mind that not only is every setting different, but also every person in that setting. This means that the different theories are contextual in a setting. In order to benefit from these four theories, the theoretical lens underpinning this study will be informed by different constructs from the theories presented above. The following section presents factors that influence motivation in the school environment.

2.9   Positive Reinforcement Theory

Adams and Heywood (2009)'s theory explains that when people realise that human behaviour or practice is followed by positive results or rewards, people will be influenced to repeat that behaviour. However, when people see that certain behaviour is ensued by negative repercussion they will not repeat that behaviour. In other words, the positive reinforcement theory explains that human behaviour is the function of the results of the earlier behaviour. In essence, the theory argues that human behaviour is to some degree influenced by rewards or punishment. Behrstock and Clifford (2009) (2008)'s study points out that when employees have positive reinforcement or rewards they stay in the organisation. Therefore, as long as there is positive reinforcement people will repeat their behaviour for example, working hard in the organisation. Scholars criticised the two-factor theory that it does not take into account intrinsic factors, and it is manipulative in the way it works because people are supposed to be enticed with something in order to consistently behave in a certain way (Perry and Hondegham 2008; Daft and Marci 2012; Godhader 2010). However, several scholars argue that the theory has positive education to employees and employers on what to expect in an organisation, and what to provide employees respectively in order to keep them in the organisation.

2.10   Expectancy Theory

This theory is championed by Victor Vroom who states that individuals are more likely to try hard for improvement in their work if there is the expectation of a reward that is valued (Podgursky and Springer 2007). The foundation of the theory is that motivation forms part of individuals who expect to achieve a certain goal. Individual motivation is perceived as a function of a person's perception that his or her increased performance will result in certain rewards which will help him or her to attain personal goals (Ballou 2001). Therefore, the expectancy theory holds that motivation relies on how people aspire for particular goals and how achievable people think those goals are (Dee and Keys 2004). In other words, the individual's subjective view of the situation is vital in this theory.

The expectancy theory focuses on effort, performance, outcomes, and at the way a person expects these three factors to be linked and how the person analyses the outcomes or rewards. The theory explains that whenever a person makes an effort he or she gauges the probability that the effort will increase their performance (Figlio and Kenny 2007). Besides effort, there are other factors that influence individual's personality, knowledge, skills, and perceptions that as affect performance. Below, figure 2.4 presents the basic expectancy model developed by Vroom, showing elements of effort that can lead to relevant performance and appropriate rewards.

Figure 2.4: the Expectancy theory

Source: Adams and Heywood (2009)

The expectancy theory also argues that the three factors are related to the individual's personal perception and stimulate an individual to put effort into something. These factors as identified by Vroom are: expectancy, instrumentality and valence (Adams and Heywood (2009).

According to the expectancy theory (Baker, Barton, Darling-Hammond, Haertel, Ladd, Linn, Ravitch, Rothstein, Shavelson and Shepard (2010), expectancy is the extent of the individual's perception, that a specific act will produce a particular outcome. Instrumentality is held to be the extent to which the individual perceives that effective performance will lead to desired rewards. While, valence is the strength of the belief that attractive rewards are potentially available. In other words, it is the power to motivate, which varies from individual to individual. Ballou (2001) says that Vroom's

theory has three factors that combine to create a driving force which encourages people to put in effort, achieve a level of performance, and obtain rewards at the end.

According to the expectancy theory, effort is associated not just to the desire for a particular outcome, but moderated by an appraisal or expectancy that, if a particular plan is ensued, a specific outcome will be achieved (Barker *et al* 2010). He further states that people will only act when they have reasonable expectation that their behaviour will lead to desired outcomes.

The expectancy theory also states that people are motivated to work if they expect increased effort to lead to desired outcomes or rewards (Adams and Heywood 2009). The rewards may be intrinsic or extrinsic. Intrinsic rewards are those that are primarily internal and intangible such as pride in work, feelings of accomplishment or achieving a sense of efficacy, and are gained by fulfilling higher level personal needs, such as self-esteem and personal growth, and the individual can exercise a degree of personal control over these. Extrinsic rewards, by comparison, are mainly external and material such as promotions, salary and working conditions, and these are provided by the organisation, and thus outside the control of the individual (Gilmore, McAuley, Gallagher and Carson (2013). People's resulting level of performance leads to intrinsic or extrinsic rewards. The individual has his or her own idea about the appropriateness of the total set of rewards to be received, which when measured against the rewards actually received, results in the level of satisfaction experienced by the individual. This satisfaction will also influence the effort put into further task accomplishments.

The expectancy theory takes a full view of the motivational process; it indicates that people will only act when they have reasonable expectancy that their behaviour will lead to the desired outcome, and underscores the importance of individual perceptions of reality in the motivational process (Martin 2007). The theory holds that the strength of motivation is governed jointly by the expectations that particular actions will produce specified outcomes or rewards and by the value placed on those outcomes. In its elementary version, the expectancy theory envisages that the higher the expectancy that certain behaviour can secure specific outcomes and the more highly those outcomes are valued the greater is the motivation to perform the activity (Lockwood and McCaffrey 2007).

Critiques argue that the expectancy theory is very difficult to be put into practice (Perry, Engber and Jun 2009), little is known about the validity of the theory (Fryer 2011), and the theory overemphasises linearity and rationality at the expenses of other alternatives when deciding how to act (Glewwe, Ilias and Kremer 2010). Some critics argue that it is not possible for managers to know all of their employees' expectancies and the valence of various outcomes as claimed by the theory (Lavy 2004).

Despite being criticised, the expectancy theory is reported to be effective in informing managers on how to motivate employees. It highlights that school heads should determine the primary outcomes each teacher wants and decide what levels and kinds of performance are needed to meet the goals of the school. The theory explains that to encourage motivation, school heads should seek to give appropriate rewards for individual performance, and give attention to intervening variables such as abilities, which might affect performance (Deci and Ryan 2004).

Fullan (2008) argues that the expectancy theory informs employees to strive for improvement in their work if there is anticipation of the intrinsic rewards of having reached their students, working with interesting colleagues in a supportive atmosphere within the organisation, as well as a strong sense of ownership. The theory also underscores the fact that organisation head should consider the expectancy of employees and examine the rewards they could expect for the extra time and effort they will be motivated to contribute (Adams and Heywood 2009). Barker et al (2010) say that the theory encourages employees to be involved in decisions making processes, encourages organisation head to ensure the reward system is fair and equitable, and others.

All in all, the expectancy theory holds that in order to increase motivation, education managers should seek to give appropriate rewards for individual performance, and give attention to intervening variables such as abilities, traits, organisational procedures and support facilities, which might affect performance. A closely related theory of motivation is the equity theory.

2.12 CONCLUSION

The chapter presented factors that motivate employees to stay in the organisation. The motivational factors include under working conditions, pay, incentives, organisational practices, interpersonal relationships, opportunities for career development and promotion, training and development, positive job attitudes, and other factors. Even then, factors presented cannot be used to explain the factors that influence retention of employees in the public sector under study. The second section presented motivation theories that help to understand what motivates employees. Thus, theories of motivation have important implications for the education manager. Theories such as Herzberg's two-factor theory and Maslow's theory try to analyse the needs that motivate people. The distinct feature of these theories is that they focus on employees' motivation. The positive reinforcement theory focuses on the influence of the organisational context on employees' decision to stay in an organisation. The expectancy and equity theories are primarily concerned with the actual process of motivation, with how behaviour is initiated, directed and sustained. Although the theories of motivation attempt to explain the complex phenomenon of motivation from different perspectives, they are neither mutually exclusive nor necessarily contradictory. The theories are complementary and have important implications for employees in the public sector. For this reason, several constructs from the four theories will be used to guide the investigation on the phenomenon under study.

Factors from Herzberg's two-factor theory will be presented to provide a good springboard to assess the strategies used to influence employees' retention at Cogta.

The next chapter, Chapter 3, presents the research methodology underpinning the study.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

In the previous chapter of the literature review the main research question helped the researcher gather, interpret, organise and present relevant information with regard to staff retention and strategies adopted by both public and private organisation. This aim of this chapter is to provide the research design and methodology of the phenomenon under study. The primary objective is to provide a detailed plan of the study and how it was conducted. The chapter begins by reiterating the research objectives and questions that guides the entire study. It further proceeds to present the research design and the approach that was employed in the study, describes the site where it was conducted, as well as techniques that were used. In addition, the chapter addresses the issue of how reliability and validity were guaranteed in the research by outlining the measures that were put in place to ensure that the research instrument was consistent. The chapter concludes by addressing the ethical issues that were taken into consideration throughout the research process.

3.2 MAIN OBJECTIVE

The aim of the study is to assess the strategies used to influence employees' retention at Cogta.

3.2.1 Specific Objectives

- To assess the financial strategies used to influence employees' retention at Cogta.
- To assess the non-financial strategies used to influence employees' retention at Cogta.

3.2.2 Research Questions

- What are the financial strategies used to influence employees' retention at Cogta?
- What are the non-financial strategies used to influence employees' retention at Cogta?

3.3 Study Site

Simons (2009), identifies a study site as a physical place where the study will be conducted in order to collect the required data. CoGTA is the Provincial Government Department situated in the city of Pietermaritzburg, which is the capital City in the Kingdom of the Zulu known as the province of KwaZulu-Natal, South Africa. The city was founded in the late 1830's and is currently serviced by the uMsunduzi Local Council. The main objective of the department is to perform an oversight function and provide support to all 54 municipalities in the province and 294 Traditional Leadership and their support institutions.

The department's role is to ensure that mandatory high quality support is rendered to all institutions to ensure that they are adequately strengthened to discharge their core duties and responsibilities. The department has 10 district offices dispersed all around the province and as at November 2015, the department has a staff complement of 1888 employees (KZN Cogta Persal System, November 2016). As a government department Cogta is highly pressurised by the mandate and the need to service the clients, being municipalities and traditional leadership. Therefore, its staff must ensure the smooth running of business, subscribe to various legislative mandates as directed by the Constitutional mandate of the country. It must be mentioned also that, this study site was chosen because it minimises the costs of the research.

3.4 Research Methodology

This section specifies how the study was conducted including the research techniques that were used. Methodology refers to ways of obtaining, organising, and analysing data (Polit and Hungler, 2011). Research methodology is defined by Battacherjee

(2012) as a uniform set of techniques used to add to the existing body of knowledge. Research methodology further enables researchers to test existing theories and findings for their relevance at the particular time. Furthermore, the modified findings, if any, are subjected to robust debate (Bhattacherjee, 2012). For the purpose of the study, the research is intending to make appropriate interpretations of the study that will contribute to the body knowledge of the research and the researched Department.

3.5 Research Design

According to Burns and Grove (2001), research design focuses on the end product. It answer the questions on what king of study is being planned and what kind of result are aimed at. Sekaran (2009) further define research design as the overall strategy that the researcher choose to integrate the different components of the study in a coherent and logical way thereby ensuring that the researcher effectively address the problem.

According to Rofianto (2011), there are three types of research designs. Firstly, exploratory research offers more insight and understanding on what is being researched. Such research is usually characterized by a high amount of flexibility and lacks a formal structure. However, emphasis is put more on obtaining ideas and insight and is often referred to as qualitative research. Secondly, descriptive research is said to define how frequent something takes place. This type of research is more structured than exploratory research.it is sometime called explanatory research design. Lastly, the concept of causal is simply to find any underlying links among the factors or variables that relate to the research problem (Rofianto 2011). Furthermore, the researcher also alluded to the fact that this type of research 'determines the cause and effect relationships' and involves the manipulation of the independent variables.

A descriptive or explanatory research design has been employed in this study. Creswell (2013) says that an explanatory research design responds to the question of 'why' and 'how' of the phenomenon under study. An explanatory research design attempts to create a link by highlighting the causal factors and the resultant outcomes of a phenomenon (Bhattacherjee, 2012). As stated before, this research design can be called descriptive research design in other academic books. According to Salaria

(2012), 'descriptive research is devoted to the gathering of information about prevailing conditions or situations for the purpose of description and interpretation'. Lambert and Lambert (2012) argue that with descriptive research, the researcher is allowed to gather useful information from the participants through an in-depth investigation. Lambert and Lambert (2012) suggest that the goal of descriptive studies is a comprehensive summarisation, in everyday terms, of specific events experienced by individuals of groups of individuals. Sekaran and Bougie (2013) stated that this approach is used when the researcher intends to discover or describe the event as it occurs in its real state with the view to gain in-depth understanding of the phenomenon.

This design is suitable to this study because the study seeks validity between two or more explanations of the retention strategies used at COGTA. The design helps to understand the opinions, feelings and shared experiences of the unit of analysis. Therefore, this design enables the researcher investigate the existing retention strategies used by COGTA management and why employees are still leaving despite the investments to retain them in the department.

3.6 Qualitative versus Quantitative Research Design

There are three approaches that a researcher can choose from when conducting a research study. These are quantitative, qualitative and mixed methods. Babbie (2010) stated that 'quantitative methods emphasize objective measurements and the statistical, mathematical, or numerical analysis of data collected through polls, questionnaires and surveys, or by manipulating pre-existing statistical data using computational techniques'. According to Acaps (2016), the aim of quantitative research method is to test pre-determined hypothesis and produce generalizable results (Acaps, 2016). Likewise, Creswell (2013) explains quantitative research as an approach that is used for testing theories by examining the relationship among variables.

Burns and Grove (2001) describe a qualitative approach as a systematic subjective approach used to describe life experiences and situation to give meaning. Qualitative research design is concerned with developing explanations of social phenomena,

which aims to help us to understand the social world in which we live and why things are the way they are (Denzin, 2009). Hollaway and Galvin (2012) added that qualitative research is a form of social enquiry that focuses on the way people interpret and make sense of their experiences and the world in which they live.

While qualitative research assists in answering questions; approve knowledge; address certain issues and shape thinking for future reactions, on the other side, the quantitative research involves the use of case studies; participant observation; in-depth interviews and also focus group to assist in obtaining relevant data (Creswell, 2013). The mixed method comprises qualitative and quantitative can be used in research and sometimes called triangulation.

However, each of these two methods have is own advantages and disadvantages.

The advantages of qualitative studies include:
- Qualitative studies result in rich data that gives an in-depth picture.
- It is useful for exploring how and why things have happened.

The disadvantages of qualitative studies include:
- It is time consuming.
- A particular issue could go unnoticed.
- Researchers' interpretations are limited.

The advantages of quantitative studies include:
- Phenomena that are not obviously numerical in nature can be examined in quantitative methods.
- It usually turns opinions into numbers.
- It can be administered and evaluated quickly.

The disadvantages of quantitative studies include:
- Assigning numbers to fairly abstract constructs such as personal opinions risks making spuriously precise.
- Statistical analysis might not be clear to some other people.
- Quantitative studies sometimes do not produce the intended result.

3.7 Population

Sekaran and Bougie (2013) define population as a whole group of people, events, situations or things that the researcher wants to investigate. Salaria (2012) added that this group should have similar or more characteristics in common. Furthermore, population is seen by Welman and Kruger (2005) as the object that is to be studies as it consists of individuals; groups; organisations; human products and events. In addition, the researcher's states: 'population covers the whole group of people, or matters of interest that the researcher wishes to investigate'. The target population of this study consists of 1888 public servants employed by the KZN Department of Cogta. The characteristics for selection of participants are employees in the different employment levels within the department. The levels are broken down as follows: 1-8 Low levels, 9-12 Middle Management Services (MMS), 13-15 Senior, Management Services (SMS) and Staff in the office of the MEC.

3.8 Sampling Strategies and Size

Sekaran and Bougie (2013) defines sampling as a process of selecting a sufficient number of elements from the population so that by studying the sample, and understating the properties of the characteristics of the sample subject, the characteristics may be generalised to the population. There are two types of sampling techniques, namely, probability and non-probability sampling. In probability sampling, the elements of a population have a known chance of being selected as subjects for sample (Occupytheory, 2016). Whereas, non-probability sampling the elements do not have known or predetermined chance of being selected as subjects (Occupytheory, 2016). This type of sampling is normally utilized by researchers when they are conducting a qualitative study (Haque, 2011). Probability sampling can be done through simple random sampling, stratified random sampling, systematic random sampling or random cluster sampling (Bryman and Bel, 2004). Probability samples aims to achieve representativeness, which is the degree to which the sample accurately represents the entire population.

This study employs non-probability sampling technique. Thomas and Brubaker (2000) stated that in non-probability sampling, participants are chosen based on the

researcher's judgment. Non-probability sampling designs are convenience, purposive and snowballs (Mbambo, 2009). Purposive sampling was employed to obtain the qualitative data as the researcher needed easy access to these groups. Purposive sampling allows the researcher to use their judgement to select cases that enable the best answers to their research questions therefore meeting their objectives (Saunders, Lewis and Thornhill, 2009). This sampling technique was used to obtain responses from the public servant employed by Cogta from levels 2-8 (lower levels-LL); 9-12 (Middle Management Services- MMS); and 13-15 (Senior Management Services-SMS) as well as employees in the office of the Member of the Executive Committee (MEC).

According to Naidu (2009) numerous basic issues need to be measured in determining sample size. The researcher state that the size depends on the purpose of the study, data collection methods, and the research style (Naidu, 2009). Baily (1987) argues that the sample size is a number of representatives, respondents, selected for interviews from a research population. According to Hudelson (1994), there are no set rules for sample size selection in the qualitative research domain. It is rather dependent on what the researcher wants to find out, the aim and purposes of the study and practical aspects (Hudelson, 1994).

A qualitative study with 40 participants is regarded as a fairly large study. Usually qualitative comparative studies have at least 10 participants per group. For this study, 20 people participated, with 5 respondents from each selected category. The respondents included 5 Senior Managers, 5 Middle Managers, 5 Supervisors in the LL category and the other 5 managers from the office of the MEC.

3.9 Data Collection Instrument

Data collection can take the form of qualitative or quantitative (Blanche and Durrheim, 2002). The research can make use of primary data and or secondary data. According to Flick (2018) primary data refers to the original data that the researcher collects for the purpose of his or her study. Whereas secondary data focuses on the research that has already been gathered by other researchers and have also been published Salkin (2010). Teddlie (2013) defines data collection as planning and obtaining useful

information on the subject the researcher is researching. Data collection improves the decision making by helping the researcher focus on objective information (Goddard, 2010).

Data was collected using in-depth semi-structured interviews due to the nature of the study. Interviews are methods of data collection, which offer the interviewer the liberty to trail some particular issues, which are of concern and may lead to constructive recommendations (Shneiderman and Plaisant, 2005). An interview guide was employed by the researcher in this study. Interview guide lists the questions that are to be explored in the course of interview. However, the predetermined questions are used to initiate discussions and the interviewer can follow up on a discussion angle by asking further questions not included in the interview guide.

The researcher scheduled four focus group interviews with the selected study participants and had in-depth discussions based on the predetermined questions designed to guide the discussions. Group 1 was salary level 2-8 (Low levels- LL) employees, group 2 was level 9-12 (Middle Management Services - MMS), group 3 consists of salary level 13-15 (Senior Management Services - SMS) and group 4 were employees from the office of the MEC. The use of focus group discussions does not only complement the interview data collection strategy but also provides the following two advantages

- focus group dynamics provide useful information that individual data collection does not provide, for example one participant may say something that shall trigger some details from other group member (s); and
- focus group discussions affords a researcher to gain in-depth insights into the topic as group members discuss how a concept applies in their diverse context

According to Sekaran and Bougie (2010) cited in Jones (2015), focus groups are aimed at obtaining respondents impressions, interpretations, and opinions, as the members talk about the event, concept, product, or service. The researcher is expected to act as a moderator, in terms of steering the discussion in a manner that extracts the information sought, by keeping the members on track.

Employee levels as mentioned above, (5 Senior Managers, 5 Middle Managers, 5 Supervisors in the LL category and the other 5 managers from the office of the MEC) had their sessions in the boardroom at head office. The focus group discussions only took one hour and thirty minutes to two hours and were facilitated by the researcher. However, where the researcher felt that employees would not fully participate and provide honest responses as HRM specialists with the research study, the researcher requested a neutral colleague from a different portfolio to conduct those interviews. Ten (10) questions were asked in terms of the interview schedule which also had sub-questions as probed by the researcher as a result of provided responses for confirmation of information. In total, 10 questions were asked by the researcher. Each category of employees met in different days as a result of different availability of participants and various commitments. It took a month for the researcher to put participants together. The researcher had to also allow other participants to use their own vernacular language during these discussions as they could express themselves better in their own language.

Data was also collected using other sources such as journals, books, internet sources, government reports, newspaper articles and policy documents on the retention strategies employed at CoGTA, which is regarded as secondary data.

3.10 Data Analysis

The analysis of data in research has to do with simplifying the vast amount of data obtained and presenting the results in ways that communicates the most important outcomes Neuman, 2010). According to Investor Words (2016), data analysis is the process of extracting, compiling and modelling raw material for gathering specific and relevant data that can be evaluated to produce outcomes in social science. It is a systematic organisation and synthesis of the research data and the testing of research hypothesis, using those data (Polit and Hungler, 2012). The analysis of data was conducted using content analysis in this study. Content analysis is a process for categorising verbal or behavioural data in order to classify, summarise and tabulate the information (LibWebSurvey, 2016). Ryan (2011:) argues that content analysis is a research tool that is used to determine the presence of certain words, concepts,

themes, phrases, characters or sentences within texts or sets and to quantify this presence in an objective manner (Ryan, 2011).

However, thematic analysis is the most used means of analysis in qualitative research. It gives emphasis to examining, pinpointing, and recording patterns (or "themes") within data. Patterns across data sets are themes and they are vital to the description of a phenomenon. They are associated to a particular research question and offer a manageable and theoretically flexible approach to analysing qualitative data (Braun and Clarke, 2006). Thus, flexibility is one of the benefits of thematic analysis. Graphs and chart were also used to analyse data.

3.11 Reliability and Validity

In research, both validity and reliability as research strategies are highly emphasised. According to Rubin and Rubin (2012), reliability and validity are two ways of data quality control to ensure that the data collection instruments in the study are measuring the right thing. Failure to ensure the reliability and validity of th
e findings might cause the research to be questioned or even worse, rejected as null and void. Reliability refers to the consistency of a test (Heffner, 2014). In other words, consistency in a research study could relate to the questionnaires and moderator's interview guide being clear and well-defined in order to avoid confusion among the respondents or participants. Other research must be able to repeat the same study in future and get the same or similar results. Repeatability means that if findings were obtained from a group, the survey should be able to be repeated with a different sample and the same results should be obtained (Bloor and Wood, 2007).
Whereas validity is the degree in which an examination or study is assessing what ought to be assessed (Heffner, 2014). Terre, Durrheim and Kelly (1999) defines it as the determent that ascertains if the research study assesses that which it is proposed to measure or finding out the truthfulness of research results.

3.12 Ethical Issues

It is imperative that all researchers are trained or subject themselves to principles of research ethics to create the much needed awareness. Pera and Van Tonder (2011)

define ethics as 'a code of behaviour considered correct'. Ethics relates to two groupings of people; i.e, those that are conducting the research which should be mindful of their duties and responsibilities, and the researched upon, which have rights that should be protected at all costs to maintain research ethics. Three main ethical issues guides the research study; namely, autonomy, beneficence and non-maleficence. The concepts of beneficence and non-maleficence are interrelated and study itself has ethical aims which carries out throughout the study ethical clearance applied from the University of KwaZulu-Natal (UKZN) which only permits studies adhere to strict ethical codes.

Ethical approval for this study was first acquired from the University of KwaZulu-Natal, Research Ethics Committee. A gatekeeper's letter was obtained from Cogta. Ethical clearance was then granted by the University of KwaZulu-Natal. To ensure that human dignity was upheld, informed consent was sought from each respondent in order to allow them to make the decision to participate based on their proper understanding of the study and its impact. The nature of aims of the research were therefore thoroughly explained to the participants before agreeing to participate in the study. Privacy, confidentiality and anonymity were upheld because pseudonyms were used in the write-up of the study and at no point were the respondents' real names revealed to other participants.

3.13 Limitation of the Study

According to Simons and Goes (2013) limitations are matters and occurrences that arises in the study which are out of the researcher's control. They limit the extensity to which the study can go. This sometimes affect the end result and conclusions that can be drawn. The limitations of the study include the amount of time it took in terms of setting up interviews and focus group sessions. The information that the study was seeking was deemed to be personal by some respondents and thus making the findings limited. The study was also limited to one government department, Cogta, and it would be difficult to generalise the results.

3.14 Conclusion

This chapter focused mainly on the research methodology that was used. The researcher explained who the research target population were and sampling was extracted from the population. The researcher elaborated on how the data was collected and analysed and also addressed the issue of validity and reliability in research. Lastly, this chapter dealt with the issue of ethics and limitations of this research. The following chapter presents and analyses data collected in this study.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

FINANCIAL AND NON-FINANCIAL STRATEGIES FOR EMPLOYEE RETENTION AT COGTA

4.1 INTRODUCTION

The previous chapter presented the research methodology used in this study. This chapter presents, discusses and analysis data collected in this study, the discussion and analysis. The chapter has four sections. The first section deals with the research process followed in this study. The second section presents the research objectives that the study set out to achieve, the third section presents data, the discussion and the analysis of the findings, and the fourth section presents the summary to the chapter.

4.2 SPECIFIC OBJECTIVES OF THE STUDY

The objectives of the study were:
- To ascertain the financial strategies used to influence employees' retention at Cogta.
- To ascertain the non-financial strategies used to influence employees' retention at Cogta.

4.3 SUMMARY OF THE RESEARCH PROCESS FOLLOWED

Before the study commenced, the researcher sought a gatekeeper's letter from Cogta and ethical clearance from UKZN to conduct the study. Then, the researcher emailed all employees purposively selected to be part of the sample. The researcher sought consent from all the selected participants before starting the process of data collection. All the employees selected to participate in the study received a consent form with

adequate information on the nature of the study. One week after employees received the consent form the researcher started collecting data using in-depth interviews. Data collected was analysed by the researcher using the thematic analysis technique.

Data collected on different themes was generated using the main research questions. Data presentation, discussion and analysis in this study is based on the two components; financial and non-financial retention strategies generated in this study used at CoGTA.

4.4 FINANCIAL EMPLOYEE RETENTION STRATEGIES

The study set out to determine the financial retention strategies used at CoGTA. Financial retention strategies mean monetary rewards. Thus, the study found several retention inducements employed by the department of CoGTA on employees. In this study, financial retention strategies show direct link between efforts and rewards.

4.4.1 Competitive Salary

The study found that a competitive salary helps CoGTA to retain employees. In support of this finding one employee said:

When I am paid a market rate salary I get encouraged to remain in my present job. A good basic salary is a critical and primary incentive to me that entices me to stay. But I must be quick to say that a competitive salary is not the only answer for why I have remained with the department (Interviewee 2, 2017).

In agreement, another employee said that:
A competitive salary that enables us to meet our basic needs reinforces our intentions to remain with the department. Certainly, a good salary is one of the most important retention incentives at CoGTA (Interviewee 1, 2017).

The views presented above suggest that market rate salaries influence the retention of employees at CoGTA. This finding is supported by Grigoriadis and Bussin (2007) who argued that a good salary is a critical retention strategy that can work for an

organisation in the matter of keeping the most valued employees. By giving employees more than the standard salary range it makes it easy to keep the best of the crop when it comes to the talent needed to make organisations to achieve its objectives. In addition, Highhouse, Lievens and Sina (2013) said that paying employees salaries above market value suggests that the organisation values its employees, which motivates them stay. Rumpel and Medcof (2006) in agreement said that in many organisations job markets are changing in response to economic conditions. For this reason, it is important for organisations to continually re-evaluate salaries at least yearly and this can easily be done by reading the current association salary guides, reports, and government statistics so as to keep valuable employees. Pregnolato (2010) argues that organisations that are not in a position to increase salary packages should reassess the little additional pay they give their employees to retain best employees. Salaries if packaged well can be part of the reason organisations cannot only retain employees but also attract new and good employees (Jensen, McMullen and Stark, 2007).

4.4.2 Incentive Pay

The study found that incentive pay plans put in place at CoGTA to increase output influences employees' decision to stay with the department. An employee put this in perspective:

As employees we have Annual Performance Plan (APP) targets, so we become encouraged to stay as most of us want to achieve the targets we have set for ourselves. This is because we know that there is an incentive waiting our performance (Interviewee 3, 2017).

Another participant in agreement said:

We have performance bonuses from the department for our performance. To me performance bonuses are given to us as a way of luring us to stay and continue delivering positive outcomes, this is over and above the mandatory annual bonuses which we get on our birth months (Interviewee 4, 2017).

The reports above are supported by Ehrhart & Ziegart (2005) who explained that pay-for-performance or incentive pay is an effective financial compensation able to retain employees and influence them to do their best at work, strive for the best probable results, and remain motivated. Rynes (2007) in agreement to the above findings said that compensation awarded to employees for the good outcome at work rather than for hours worked encourage employees to remain with the organisation. Tornikoski (2011) however argues that incentives are not the panacea to all the challenges employees face in life, however an incentive pay is critical in increasing worker performance and continued stay in an organisation. Van Rooy (2010) took the debate further by stating that organisations are likely to retain their employees if they have structured incentive pay where employees know in advance the precise relationship between their performance and their incentive pay. If organisations do not have structured incentive pay, they should introduce casual incentive pay where employees do not know in advance when the reward will be given as this well encourage employees to stay (WorldatWork, 2007).

4.4.3 Bonus Sharing

Majority of the participants said that they are still with CoGTA because of the reward system in which employees earn bonus, the system is called Employee Performance Management Development System (EPMDS). This is what a participant had to say:

We as staff share bonuses according to percentage calculated on EPMDS, this could be on a yearly basis depending on your performance which warranted you to receive the departmental bonus (Interviewee 5, 2017).

Another employee in agreement put it this way:

These bonuses encourage us to stay at CoGTA. But my fear is that EPMDS has been alleged reward performance even though it is not necessarily objective and sometimes it has no relation with employees' individual efforts.

The responses above show that the department has historically employed financial strategies to influence employee to stay. In agreement, Tarique and Schuler (2010)

said that one financial strategy that is probably not effectively utilised to the full possible level is the retention bonus. A study by Simmons, Nelson and Simonsohn (2011) also indicates that bonuses can be used to ensure that employees remain with an organisation especially in crucial times or projects. Lievens et al (2011) said that for the retention strategy to be effective in making employees to stay, companies should pay out clearly defined bonus amounts. This finding is supported by Jurgeson (2008) who argued that bonuses are effective retention tools if used strategically. For example, when organisations know that very soon they are going to close down a department or project and they are aware that they would lose critical employees before they realise their specified results, they can entice employees to remain with the organisation by paying out bonuses in exchange of commitment to stay with the organisation. In addition, Holcombe-Ehrhart and Ziegart (2005) stated that bonuses have the variable 'money value' influence on employees as they influence employees to make a well thought or calculated assessment if it is meaningful to start seeking for another job and take an offer for a new job.

In agreement with the responses from employees at CoGTA, Miceli and Heneman (2010) found that bonuses can be used to retain employees if they are substantially bigger monetary amount than employees' discounts. This is because bonuses sometimes contribute significantly to employees' wealth creation.

4.4.4 Capped Leave

The study suggests that Cogta still recognises accrued leave encashment retention strategy at retirement age. An employee had this to say: *The good thing about our department is that we have encashment of capped leave at retirement age. As employees we will receive cash for leave we have not taken, this is a tool that encourages us to stay.* (Interviewee 2, 2017).

Another employee in agreement said:
We are entitled to various types of leave each year during the term of our employment. Annual leaves, sick leaves, Special leaves, and Family responsibility leaves, are some of the leaves we have. (Interviewee 8, 2017).

In agreement to the views reported above, Sutherland and Jordan (2014) said that organisations can entice employees to stay if they have service rules for leave encashment. Employees should be eligible for a given number of days of leave and if the leave is unused in that given year, employees should be able to encash it as this encourages employees to remain with the organisation. Andrew (2012) said that when the accrued leave standing in the names of employees are availed to them during their service or as stipulated by the organisation entices employees to stay. In support of this finding, Aquinis, Gottfredson and Joo (2012) stated that employees are encouraged to stay in their current jobs if they have a choice of leave encashment while in service especially when they get encashment that is not fully taxable or get leave encashment at retirement. Bussin (2012) added his voice by stating that companies that have policies where employees who have not utilised their annual leave can have encashment encourage employees to stay in the company.

Besides, De Vellis (2013) further said that employees stay with the organisation if the pay is backed by labour law stating that employees should be entitled to remuneration based on all days of annual leave not taken.

4.4.5 Personal – Non- Pensionable Allowance (PNPA)

The study found that PNPA, an allowance paid to employees that work with political officer bearers and work odd hours are influenced by this allowance to stay at CoGTA. An employee had this to say:

As employees we are paid 37% of over and above our salaries. You can opt to that the department can save it for you. This allowance is flexible, as employees we can still purchase annuities with funds which is encouraging us to stay (Interviewee 7, 2017).

Another employee in agreement said:

Having a compulsory government-managed retirement savings scheme helps me to save. It is a good financial strategy for social security run by Government Employee Pension Fund (GEPF) to benefit us employees (Interviewee 6, 2017).

This view is sponsored by Elegbe (2010) who argues that when employees have a social safety net into which they contribute part of their salaries and organisations contribute on behalf of employees they are encouraged to stay. Cable and Judge (2004) said that the fact that the Pension is paid out to employees at retirement, this encourages employees to stay. Burns and Burns (2008) added his view that the Pension fund encourages employees to stay because it is a formal arrangement approved by the Commissioner of the South African Revenue Service (SARS), Registrar, and Pension Funds Act. This means that the employee provident fund is a safe debt instrument supported by the government, and guarantees safety of principal money as well as the interest earned on the principal, which motivates employees to stay especially those who have long-term financial goals.

4.4.6 Pension Funds

The findings indicate that pension funds encourage employees to remain with CoGTA. Here is how a participant put the issue into context:

I am encouraged to stay with the department because we have a good financial product that allows us to put money into a secure system. This strategic systems allows us to build up a fund to use when we retire from this department (Interviewee 1, 2017).

In agreement, another employee said that:

I have continued to work with the department (CoGTA) because it has a good idea of the retirement pot that is built up by allowing us to invest over a number of years. The good thing is that the money that we save as pension is boosted because it is tax-free. Thus, I will remain with the department because I am effectively made to save out of untaxed earnings something that does not happen in some organisations (Interviewee 4, 2017).

The views above are in agreement with Andrew's (2012) finding that when employees agree to pay a stipulated amount monthly into their final salary pension, they are motivated to stay as they do not want to disturb their long-term serving. In addition,

Aiman-Smith, Bauger and Cable (2011) found that organisations that pay their employees a set portion of their final salary for every year that they have worked in the organisation motivates employees to stay.

Studies (Armstrong and Murlis, 2004; Birt, Wallis and Winternitz, 2014) also shows that employees who have worked long in an organisation are able to get about thirty-three per cent of their total benefits in a cash lump sum. The other thirty-three per cent is usually disbursed in form of a pension over the rest of the employee's life which encourages them to stay. D'Annunzio-Green (2008) said that in retirement employees can access their pension and buy themselves an income or draw on it if they wish which is always a good thing to do therefore encouraging employees to stay with their organisations. The following section presents, discusses and analyses non-financial retention strategies used by CoGTA.

4.5 NON-FINANCIAL RETENTION STRATEGIES

The study found that CoGTA uses non-financial incentives to retain employees. These are retention strategies that do not involve money payments. The study found that non-financial strategies are important in motivating employees to stay at the department of CoGTA as they bring emotional and psychological satisfaction to employees.

4.5.1 Job Security

Majority of employees said that there is nothing that can motivate them to stay better than the provision of job security. An employee put this in context:
You know, I am a permanent employee here at Cogta, and this brings in me the sense of job security hence my continued stay (Interviewee 3, 2017).

Another employee in agreement said:

Having a permanent job gives me a sense of peace and makes me to be more committed to the department and want to stay (Interviewee 7, 2017).

In agreement to the views above, the AAPAM (2013) found that having a permanent job is an important motivating factor that makes employees stay in their present jobs and this can make a company successful. Findings from the survey by Human Resource Services (2016) also state that the top motivational factor for employees is job security. Boswell, Rohling, LePine and Moynihan (2013) argues that companies that have experienced layoffs or have not can reduce the effects of uncertainty in employees by putting in place a layoff policy operated based on work done not seniority. Bussin (2013) also supports the finding above when he argued that job security, which is employees' belief that they would stay in a specific job has attractive job elements including the issue of chances for promotion and opportunities for career development. As a result, employees are encouraged to stay. Burns and Burns (2008) said that when employees have no worries related to the future presence of their current jobs they are motivated to remain in their jobs.

4.5.2 Challenging Work

The findings show that employees at CoGTA who prove to be dynamic are given different challenging work making employees' work interesting and wanting to stay. This is what an employee said in this regard:

The department always encourages employees to be ready to take up challenging assignments. Some of these challenging assignments come through the mentoring and job restructuring that makes jobs large and enriching that employees do not want to leave the department (Interviewee 6, 2017).

In the same vein, another participant said:

The department tries to understand the capabilities of every employee and in view of that allocates them specific and challenging work. This encourages employees to continue to be with the department (Interviewee 5, 2017).

The reports above resonates with Rousseau and Hoo's (2010) finding that when the work environment is dynamic and challenging it requires that employees are constantly creative, analytical in thinking and adhere to tight deadlines. Employees

who enjoy meeting such work challenges head-on in workplaces are made to carve out new and sometimes interesting ways of doing things that make them stay in challenging workplaces.

In addition, Van Rooy (2010) said that when employees find their workplace as an institution where they are always learning about themselves and their jobs, they are made to realise their potential to do more than they know, and are challenged to be multi-skilled which is now the norm in many organisations and employees are encouraged to remain in their current jobs. This resonates well with Tarique and Schuler's (2010) finding that challenging work are a solution to killing boredom at work that is mainly due to insufficient stimulation. Thus, challenging work helps employees resolve the problem of boredom by focusing on their work rather than time which makes them forget about the issue of time and hours moving slowly by. Such an approach and mind set influences employees to stay in their current jobs (WorldatWork, 2007).

A study by Sutherland and Jordan (2014) takes the debate to another level by arguing that challenging work makes employees focus on getting as much as possible work accomplished, and this influences employees to not only remain pleasantly engaged in their work but get noticed for having a positive attitude and getting things done. This makes employees decide to stay as they feel that they are doing their work well. In agreement, Rynes (2007) said that challenging work helps employees to be creative in planning tasks that kill time during slow spells and help achieve goals set by the organisation. Lieven et al (2011) reported that having challenging work makes employees to always show up on time and own some tasks in their workplace even if they are not their job. Thus, employees take pride in doing challenging work and working well. This pride may be deduced to mean that the challenging work is something employees identify with therefore not done purely for pay, and this motivates employees to stay with their organisation.

4.5.3 Recognition

Majority of the employees said that CoGTA recognises employees who are hardworking hence their reason to stay. This is what an employee said:

Just a word of gratefulness from the department motivates us to stay and even maintain our performance levels or perform better (Interviewee 2, 2017).

The response above is supported by the following view:

Let me tell you one thing, I rank a personal 'thank you' for the work I have done as one of the most important reasons I am still working here. Better when this is followed by a note of appreciation from the department which is a common happening here (Interviewee 4, 2017).

The reports above are supported by Miceli and Heneman (2010) who argued that when employees are acknowledged for the individual or team work done in trying to accomplish companies' goals and values, they are motivated to stay in their current jobs. Pregnolato (2010) confirms this that having rewards programmes in place is a good strategy of keeping employees. Recognition should be based on achievements and consistent delivery of work (Grigoriadis and Bussin, 2007). When employees feel that employers notice and value their contributions they are motivated to stay and be loyal (Tornikoski, 2011). Van Rooy (2010) takes the discussion to another level by stating that employee recognition can only be effective if it is heartfelt and sincere. This means that it is possible for employees to tell if their work is acknowledged only out of duty and not sincerity. Therefore, acknowledgement should be personalised, timely and sincere. This is in agreement with Andrew's (2012) argument that employers should show it to employees that they are aware of what they would want employees to be recognised with and should reward them for their service and loyalty in a sincere manner.

4.5.4 Better Job Titles

The study found that majority of the employees reported that job titles have influence on their decision to remain in the department. An employee put it this way:

I have preferences for certain designations. As human resource manager, for example, I would like to be designated as a human resource manager and that makes

me stay because my job description is very clear to all employees in the department. It is good to be known for what I do (Interviewee 6, 2017).

Another participant in agreement said:

I am encouraged to stay because of my clear job title describing the level of my position and my responsibilities for holding this position; it makes everyone know my job (Interviewee 5, 2017).

The finding reported above is in agreement with Bussin's (2013) position who argued that the job title motivates employees to stay in the organisation as it makes employees understand how they fit into an organisation. In addition, the job title influences employees to stay because they are made to know what they are supposed to do and it is a clear way of stating employees' level of expertise.

De Vellis (2013) said that creative job titles influence employees to stay in their current jobs as they help them to distinguish between their titles and their roles therefore creating a context that is clear on what employees are supposed to do. In agreement, Elegbe (2010) said that good job titles influence employees to remain in the organisation as they feel that good job titles convey messages to their organisations on their corporate and functional responsibilities in their job. Thus, good job titles are phrases that visually convey the meaning of an employee's job, something liked by many employees (Birt et al, 2014). Aiman et al (2011) said that people should not underrate the influence of good job titles as retention strategies because they have influence on how employees interact with others and view the company as a whole. By describing the level of an employee's position or responsibilities, it makes employees feel known in the organisation and the position they hold which comes with a sense of pride and joy, and want to stay in the organisation (Dulebon, Mollay, Picher and Mann, 2009).

4.5.5 Opportunities for Career Advancement

Majority of the employees said that they are still working with CoGTA because there is no stagnation point for employees during the prime time of their career. This is how one employee put it:

There is an opportunity for professional and career development. I completed my masters degree three years ago and my studies were sponsored by the department (Interviewee 1, 2017).

In agreement, another participant said:

I have attended several career development workshops, seminars and conferences using department resources and I would not want to leave the department that supports me (Interviewee 3, 2017).

The views above are supported by Dulebohn et al (2009) who found that when employees have opportunities for career development they stay with the company. Armstrong and Murlis (2014) said that when employers are effective at discussing and implementing career development strategies in the performance management processes, employees are motivated to stay with the organisation. In the same vein, Aiman et al (2011) said that when a company has leadership development opportunities especially formal leadership development programmes and monitor the effectiveness of their career management programmes it helps to retain employees.

Cable and Judge (2014) said that career development opportunities help organisations to keep employees because employees are motivated to develop a sense of loyalty because organisations are willing to invest in them.

In agreement, Simmons, Nelson and Simonsohn (2011) argued that developing unique career development programmes increases employee retention, productivity and profits. In addition, Jensen et al (2007) said that when organisations open their doors to discussions on employees' careers employees are motivated to stay especially if there are regular performance evaluation discussions. In agreement, Ehrhart & Ziegart, J.C (2005) found that employees stay if their companies are promoting the idea of a career lattice by being flexible in career progression matters according to employees' desires and current life situation, and evaluate performance in form of outcomes not in hours spent at work. Highhouse et al (2013) explained that having continuous and ongoing professional development programmes helps organisations overcome skills shortage and retain expertise within the organisation. This is in agreement with Simons et al's (2011) explanation that by providing ongoing

professional development opportunities, organisations can ensure that they have skills and capabilities required making all employees to make the best possible contribution. When this is allowed to happen, organisations strengthen individual employees' skills in the direction of existing skills and knowledge gaps which makes employees stay as they feel valued (Miceli and Heneman, 2010).

4.5.6 Healthy Competition

The study found that the management at CoGTA encourages healthy competition among employees which is encouraging employees to stay:

Encouraging health competition motivates us to prove our capabilities and encourages us to stay with the department (Interviewee 7, 2017).

In support of this finding another employee said:

Sometimes the management ranks employees according to their performance. Those employees who perform very well are given merit certificates and this is to me a good retention strategy (Interviewee 2, 2017).

This finding is supported by Rumpel and Medcof (2006) who stated that encouraging a competitive spirit among co-employees is one of the best retentions strategies and helps employees to proactively engage with their work. Thus, managerial teams should create such an environment if they are to retain best employees. Tarique and Schuler (2010) further highlight that organisations should use talent management software that allows managers to come up with digital and interactive goal-based competitions. In this way, companies can encourage competitive employees to stay. In addition, employees may revel in the opportunity to compare performance against their colleagues in the organisation, which can facilitate healthy competition among teams in the organisation. In responding to the same, Sutherland and Jordan (2014) said that leveraging a digital solution for creating competitions is much more effective in retaining employees because portals enable employees to access in-depth information in an easy-to-use interface and can make comments when colleagues

meet certain goals. Rumpel and Medcof (2006) said that this is a 'fantastic way' to keep employees, and can help employees to be connected and engage with others.

4.5.7 Treating employees with dignity

The study found that employees at CoGTA want to continue to be with the department because of trust and respect that they get from the senior management:

When you are trusted you became motivated to be creative, and a safe-to-risk environment comes into being that allows managers to inform us of developments inside the department. This makes me feel part of the department and remain with the department (Interviewee 1, 2017).

Other participants said that when they make mistakes at work they are treated as learning tools instead of blaming them:

I see my employers as my own supporters who treat me with respect I deserve. Sometimes I experience burnout and stress but I am still treated as a human being and colleague (Interviewee 3, 2017).

In agreement, Andrew's (2012) study found that employers who offer support and enablers to employees to carry out their work, and have two-way feedback systems helps employees to deal with the common issue of burnout and stress. This helps employees to have work-life balance initiatives and stay with the organisation that is supportive.

Van Rooy (2010) explained that treating employees like human beings; treating employees with dignity and not being annoyed and screaming at them for whatever reason encourages them to stay. However, Rynes (2007) said that this does not mean that employees should be allowed to be irresponsible. Rumpel and Medcof (2006) said that treating employees with dignity is the deciding factor for some employees if they are not sure if they want to continue to work in the company.

4.5.8 Employment Agreement

The study found that employment agreements are good employee retention strategies at CoGTA. Majority of the employees said that the conditions that are in employment agreements are important to retention. Some employees also said that employment agreements help to set out the terms and conditions of the relationship between employers and employees. This means that obligations employees and employers have to each other are clearly outlined so are the benefits. This motivates employees to stay because they have clear obligations and benefits. In concurrence with the finding, Aquinis et. al (2012) argued that employment agreements are good retention strategies because they help to promote rights and duties of employees especially when backed by the labour law.

4.5.9 Freedom and flexibility

The study found that flexible working arrangements, for example flexible working hours and being able to work from any office gives senior management at CoGTA the aptitude to balance work and personal life activities which motivate employees to stay in their current jobs. This is in agreement with what Birt et al (2014) said that when employees are given flexible working arrangements they feel that their employers care about them leading to sturdy loyalty to the company. This view is also held by Boswell et al (2013) who explained that when employers offer employees space for work-life balance where they are able to prioritise between work (ambition and career) and daily life (pleasure, family, leisure, health, and spiritual development) they develop a sense of loyalty to the companies. In simple terms, employees are motivated to stay with companies which give them space to manage time, stress, change, technology, and leisure on their own. The finding therefore shows that having time for both work and other aspects of life influence employees to remain in their current jobs.

4.5.10 Clear Communication

The study found that the management at CoGTA encourages clear communication among employees which motivates them to stay. This is what an employee said:

The department tries to keep us in the loop and this makes us feel to be part of the department and that we have an vital role to play in the forthcoming plans (Interviewee 5, 2017).

This finding is supported by Elegbe (2010) who argued that clear communication is the basis for organisations' retention efforts. In addition, Rumpel and Medcof (2006) found that workplace communication is critical to companies for several reasons; it enhances productivity and effective operations. It also increases the morale and commitment of the employees especially if there is mutual vertical and horizontal communication. De Vellis (2013) said that effective workplace communication is not only important for employee retention purposes but for workplace diversity as well.

The Association for Public Administration and Management (2008) found that good communication in an organisation promotes global business, team building, employee morale, and motivation for employees to remain in their current jobs.

4.6 CONCLUSION

The study shows that money is an important motivator for employees to stay at CoGTA. The common uses of money as retention strategies established in this study include good salaries, bonuses, encashment of capped leave and pension funds. These finding are in agreement with previous studies that argue that management teams need to increase these financial incentives by making salaries, bonuses, and other financial incentives competitive so as to allure and hold employees. In other words, the study shows that money plays a crucial role in satisfying physiological, security, and social needs for employees at CoGTA. The study also found that non-financial retention strategies are also highly appreciated as a strong influence on employees' retention at CoGTA. The findings suggest that part of that success in retaining employees at CoGTA is because of non-financial factors such as having good organisational communication, upholding employees' dignity, employment agreements and engagements, freedom and flexibility of the department, creative job titles, and others.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

FINANCIAL AND NON-FINANCIAL STRATEGIES FOR EMPLOYEE RETENTION

5.1 INTRODUCTION

The previous chapter presented data analysis and discussion of the findings. This chapter presents, the conclusion and recommendations. The chapter is divided into four sections. The first section deals with the conclusion on the financial incentives. The second section presents the conclusion on non-financial incentives offered to employees at CoGTA, the third section presents organisational and future research recommendations, and the fourth section presents the summary to the chapter.

5.2 FINANCIAL EMPLOYEE RETENTION STRATEGIES

The study found that Cogta currently uses monetary rewards as retention strategies. The financial retention strategies include competitive salaries, incentive pay, bonus sharing, capped leave, and pension fund.

5.2.1 Competitive Salary

The study shows that having competitive salaries helps CoGTA to retain employees. It is therefore logical to state that the salaries employees get at CoGTA are equal to the private sector average for similar employees motivating employees stay. This is a view which is also sponsored by Andrew (2012)'s view that offering employees competitive salaries sends a powerful message to them that they are important to the organisation. Thus, employees at COGTA seem to find competitive salaries to be meaningful and this influences their perceptions of the department and decision to stay. It is therefore reasonable to conclude that the market rate salaries offered to employees retain employees. In support of this findings, Armstrong and Murlis (2004) said that if employees are promised competitive salaries and the promise is kept it encourages them to stay with their employers

5.2.2 Incentive Pay

Incentive pay plans put in place at CoGTA influences employees to stay with the department. The finding suggests that that compensation awarded to employees for the good outcome at work encourage retention of COGTA employees. This finding is reinforced by Van Rooy (2010)'s observation that organisations are likely to retain their employees if they have structured incentive pay where employees know beforehand the exact relationship between their performance and their incentive pay. It therefore makes sense to argue the pay-for-performance programme CoGTA has makes employees to stay, remain motivated, and work hard for the best possible results.

5.2.3 Bonus Sharing

The findings show that CoGTA has a reward system called Employee Performance Management Development System (EPMDS) in which employees earn bonuses that influence retention. The finding is in agreement with Simmons, Nelson and Simonsohn (2011)'s perspective that bonuses can be used to ensure that employees remain with the organisation especially in crucial times. This study is therefore suggesting that bonuses COGTA rewards employees at different times retain employees. The finding further shows that bonuses are used to incentivize key employees to stay with the department. In support of the finding, Holcombe-Ehrhart and Ziegart (2005) said that bonuses have the variable 'money value' influence on employees as they induce employees to make a well thought assessment if it is meaningful to leave their jobs for a new job.

5.2.4 Capped Leave

The study shows that Cogta has employees with accrued capped leave, for those employees who were employed before 2000. This currently means that employees are eligible for a given number of days of leave and if the leave is unused then they are able to encash it at retirement. This encourages employees to remain at CoGTA. This finding is also held by scholars who argue that employees are encouraged to stay in their current jobs if they have a choice of leave encashment that is not taxable (Aquinis, Gottfredson and Joo, 2012). The finding suggests that CoGTA has a plan

where employees who have not used their annual leave can encash it encouraging employees to stay.

5.2.5 Pension Fund

Deducing from the findings generated in this study, the pension fund encourages employees to remain with CoGTA. Since employees are required to pay a certain amount money monthly into their final salary pension, this helps employees who would not be able to save money on their own. Thus employees seem to be motivated to stay to save or not to disturb their long-term saving. This is what Aiman-Smith, Bauger and Cable (2011) meant when they said that organisations that easily pay employees a set portion of their final salary that they have worked for motivates them to stay. Scholars argue that when employees in retirement can access their pension and draw on it if they wish that is a good thing to do because it encourages employees to stay with their organisations confirming the finding above. The following section makes conclusions on non-financial retention rewards used at CoGTA.

5.3 NON-FINANCIAL RETENTION STRATEGIES

The findings show that CoGTA has non-financial incentives that retain employees. These non-financial retention rewards bring emotional and psychological satisfaction to employees.

5.3.1 Job Security

The study shows that there is job security at CoGTA because of permanent jobs motivating employees to stay. This finding resonates well with the view of the AAPAM (2008) that explains that permanent jobs are important employee motivating factors to stay with the organisations and has influence on the organisations' performance. Therefore, CoGTA's decision to offer employees permanent job makes them believe that they would be with the department in their specific jobs, believe that it is possible for them to be promoted and have opportunities to advance their careers. Deducing from the findings generated in this theme, it seems that CoGTA employees have few worries if have any at all about the future presence of their current jobs. As a result, employees are motivated to remain in their jobs.

5.3.2 Challenging Work

The results indicate that dynamic employees at CoGTA are given different challenging work making their work interesting and wanting to stay. This finding resonates well with Rousseau and Hoo (2010)'s argument that work environments that are dynamic and challenging make employees to be constantly analytical, creative in thinking and adhering to cut-off dates. It therefore seems that employees at COGTA enjoy meeting work challenges such that they carve out new and sometimes fascinating ways of doing work motivating them to remain at CoGTA. This finding implies that work that is challenging motivates employees to stay at COGTA as it influences them feel that they are doing their work well.

5.3.3 Recognition

The study found that CoGTA has a recognition system for employees who are hardworking hence their reason to stay. This finding is supported by Tornikoski (2011)'s perspective that when employers notice and value employees' contributions in the organisation, employees are encouraged to stay. The finding that employees at CoGTA are motivated to stay may imply that the department gives heartfelt and sincere recognition to employees. There is therefore need for CoGTA to be aware that employees are able to tell if their work is acknowledged only out of duty and not sincerity.

5.3.4 Better Job Titles

The findings indicate that good job titles at CoGTA have influence on employees' decision to remain in the department. Therefore, CoGTA needs to be aware that job titles motivate employees to stay because they make them understand how they fit into the department. The finding suggests that job titles influence employees to stay because they come to know what they are supposed to do and gives employees an opportunity to show their level of expertise. It is therefore safe to conclude that good job titles at CoGTA influence employees to remain with the department. This is because employees feel that good job titles convey messages to their department on their functional responsibilities in their job. CoGTA should therefore not underrate the influence of good job titles in retaining employees.

5.3.5 Opportunities for Career Advancement

The study found that employees have opportunities for career development that motivate then stay. The findings seem to suggest that CoGTA is effective in implementing career development plans such that employees are motivated to stay. This resonates well with scholars that argue that formal career development programmes help to retain employees, develop a sense of loyalty, and increases productivity and profits (Aiman et al., 2011 and Simmons, Nelson and Simonsohn, 2011). There is need for CoGTA to continue promoting the idea of career lattice by being flexible in career progression matters according to employees' desires and current life situation as this is motivating them to stay.

5.3.6 Healthy Competition

The study found that the management at CoGTA encourages healthy competition among employees, which is encouraging employees to stay. Rumpel and Medcof (2006) in agreement said that encouraging a competitive spirit among co-employees in the organisation is a good retentions strategy because it influences employees to engage with their work. Thus, the challenge that CoGTA has is to create an environment where employees compare performance against their colleagues. This is likely to boost healthy competition among teams in the department. Rumpel and Medcof (2006) in agreement said that healthy competition motivates employees to stay and be connected with others.

5.3.7 Treating Employees with Dignity

Employees at CoGTA want to continue to be with the department because of trust and respect that they get from the senior management. This view is held by several studies that hold that organisations that treat employees like human beings; treating employees with dignity and not being annoyed and yelling at them for whatever reason encourages them to stay (Andrew, 2012; Aquinis et al., 2012). CoGTA should therefore be aware that treating employees with dignity they deserve is a critical factor in retaining employees.

5.3.8 Employment Agreement

The study found that employment agreements influence employees to stay at CoGTA. Thus, terms and conditions of the relationship between employers and employees work as a retention factors. This finding is suggesting that obligations and benefits employees at CoGTA are clearly outlined. Thus, CoGTA should be aware that employment agreements function as retention strategies by promoting rights and duties of employees especially when backed by the labour law.

5.3.9 Freedom and Flexibility

The findings suggest that flexible working arrangements such as flexible working hours and being able to work from home gives employees at CoGTA the aptitude to balance work and personal life activities. This motivates employees to stay in their current jobs. This finding suggests that when employees at CoGTA are given flexible working arrangements they feel that the department cares about them leading to steady loyalty to the department. In agreement, Boswell et al (2013) said that when employers offer employees space for work-life balance where they are able to prioritise between work and daily life, this influences them to develop a sense of loyalty to the organisation. In other words, it seems that employees are motivated to stay at CoGTA because the department makes an effort to give employees space to manage their own lives.

5.3.10 Clear Communication

The study suggests that CoGTA encourages clear communication among employees, which motivates them to stay. The finding implies that clear communication may be responsible in increasing the morale and commitment of the employees at CoGTA. Thus, there is deliberate effort made by the department to promote communication among employees and managers. The Association for Public Administration and Management (2008) that reported that good communication in departments does not only promote business, team building, employee morale, and motivation for employees to remain in their current jobs support this finding.

5.4 RECOMMENDATIONS TO THE ORGANISATION

5.4.1 Financial incentives for employees at CoGTA to stay

Since the study shows that financial rewards motivate employees stay at CoGTA, managers should put in place formal measures to ensure that financial incentives like incentive pay, performance bonuses, capped leave encashment, and others are formally established because they play a huge role in human life when it comes to fulfilling people's basic needs, need of belonging, and need for authority. Financial rewards are a symbol of achievement and success. Employees expect financial rewards according to their abilities, efforts, skills and qualifications. Equitable financial rewards work as a sign of gratitude to employees for their efforts and services. There are very few employees who would not want to be appreciated in monetary terms because all want or need financial rewards. Therefore, CoGTA should put in place more financial rewards because they motivate employees to stay.

5.4.2 Non-financial incentives for employees at CoGTA to stay

Since human beings have cravings, there is a need for CoGTA to equally address employees' motivation to stay using more non-financial incentives such as award presentation in front of peers, vouchers, chance to lead teams, paid training, prizes, dinner with the Directors, gifts cards, mentorship programmes, new offices or upgraded workspace, and others able to touch and reach out to employees' emotions to make them feel appreciated and valued because these may motivate them to stay at CoGTA.

5.5 RECOMMENDATIONS FOR FUTURE STUDIES

There is a need to conduct a similar study using quantitative methodology. This will provide the body of knowledge with data with objective measurements or statistical analysis of the issue of financial and non-financial rewards at CoGTA.

CoGTA KZN in Pietermaritzburg is just one of the CoGTA departments; therefore, other related studies should be conducted with other CoGTA departments in South Africa.

5.6 CONCLUSION

The study shows that money is an important motivator to employees to stay at CoGTA. Money as an incentive at CoGTA is used in form of good salaries, bonuses, leave encashing, provident and pension funds. Therefore, management teams need to put in place more financial incentives to keep employees. Money plays a crucial role in satisfying physiological, security, and social needs for employees at CoGTA. Besides, employees are wanting animals. Once money is no longer able to satisfy their security and physiological needs it ceases to be an influential force. It is at time that higher order needs for recognition, status and ego in society arise. The study found that employees are motivated to stay at CoGTA because of non-financial incentives that include upholding employees' dignity, employment agreements and engagements, freedom and flexibility of the department, good organisational communication, creative job titles, and others. Thus, financial and non-financial incentives at CoGTA work as retention strategies.

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