Investigating Causes of Staff Turnover at the KwaZulu-Natal Department of Arts and Culture

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ABSTRACT

It has been observed that high employee turnover at the KwaZulu-Natal Department of Arts and Culture has adversely impacted on morale, efficiency and stability. From 2010 to 2014 sixty nine employees have left the KZN Department of Arts and Culture which has 464 employees in total. Out of the sixty nine, forty nine (49) took transfers or resigned whilst the rest retired or died. Whatever reasons for their leaving there seems to be a common factor which is the way in which the department is being managed.

The purpose of this study was to determine the causes of high staff turnover, that is, whether it could be attributed to management and to recommend some tools, techniques, and policies that could be implemented to curb the problem.

The basis for the research was a complexity theory and adaptive systems. An attempt was made to determine if what pertains in the department is in sync with the complexity theory driven organizational management style.

The study triangulated, using quantitative and qualitative research design. Questionnaires were administered to thirty two former employees of the KZN Department of Arts and Culture, and supplemented by interviews conducted with thirty two current KZN Department of Arts and Culture employees. The quantitative data was analyzed using Statistical Package for Social Sciences (SPSS) and the qualitative data was analyzed using the thematic analysis approach called the Constant Comparison Method.

The study found that a high level of turnover in the KZN Department of Arts and Culture was caused by different factors, many of which were related to senior management. Senior management did not ascertain that policies that directly affected employees, inter-alia, recruitment policy, induction policy, communication policy and retention policy, were implemented without favour or prejudice. They also did not ensure that issues such as job satisfaction surveys and exit interviews were conducted and that the results thereof were seen to be influencing future decisions with a view to improving employee morale.

While the study has not reported on all government departments in KwaZulu-Natal, it does identify factors that may lead to high level of turnover in organisations and recommends some complexity theory related techniques and tools that could be used to minimize unwanted staff turnover.

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CHAPTER ONE: INTRODUCTION TO THE RESEARCH

1.1 Introduction to the Research

The different styles of management in organisations have different effects on how people are attracted to the organisation. They also affect an organisation and how those inside a particular organisation do their work and whether or not they stay with that organisation. This in turn has a bearing on whether or not the set performance goals of the organisation get achieved.

The goal for the KwaZulu-Natal (KZN) Department of Arts and Culture is to promote prosperity and social cohesion through Arts and Culture. In order to achieve the aforesaid, management of the department has to manage its employees in a manner that encourages high performance levels and that minimises employee turnover. Management must also ascertain that policies that directly affect employees, inter-alia, recruitment policy, induction policy and retention policy, are implemented without favour or prejudice. They must ensure that issues such as job satisfaction surveys and exit interviews are conducted and that the results thereof are seen to be influencing future decisions with a view to improving employee morale.

1.2 Problem Statement

It has been observed that employee turnover at the KZN Department of Arts and Culture has adversely impacted on morale and efficiency hence this research to determine the causes in order to reduce the problem.

Within the years 2010 to 2014 sixty nine (69) employees have left the department. Out of the sixty nine, forty nine (49) took transfers or resigned whilst the rest retired or died. Whatever reasons for their leaving there seems to be a common factor which is the way in which the department is managed. Added to this is that there are a number of disgruntled employees within the department. Some would jump at the first opportunity to leave the department and are therefore not as productive as they should be. Some attribute their unhappiness to lack of upward mobility whilst others point a finger at the senior management's inability or unwillingness to implement policies that could help boost employee morale and improve performance.

1.3 Objectives of the Study

The objectives of the study were to determine:

1. Whether the high staff turnover can be attributed to management.
2. If instruments such as on the job training, job satisfaction surveys and exit interviews are conducted and the results thereof used to improve working conditions.
3. If the organisation's employee retention policy is being properly implemented to retain experienced and productive staff.
4. Employee morale levels
5. Whether there are enough opportunities for employee upward mobility, as this would boost employee morale and improve employee performance and attract more productive staff members.

1.4 Significance of the Study

The study is necessitated and influenced by what pertains in the KZN Department of Arts and Culture where there is a relatively high staff turnover in the department which in turn prevents the department from growing. The department therefore remains in a state of perpetual instability as the employees join the department, are inducted, gain experience and leave before they give back to the organisation. This circle makes it impossible for the organisation to fully achieve its goals as it is in perpetual receipt of new comers.

Scholars in the field of organisation management agree on some basic management and leadership considerations that when borne in mind could make an organisation a secure place for employees to want to stay and grow from within. On the other hand if these considerations are ignored the organisation could remain unstable which may lead to the inability to achieve the set performance goals. For the purposes of this study one would look at management and leadership as very closely related. Dubrin (2007) says the functions of management are planning, organizing, directing or leading and controlling. Leading is a major part of a manager's job, yet a manager must also plan, organize and control. The foregoing implies that managers must know how to lead as well as manage.

The success of this study will assist in the following ways:

- The management of the department will be aware of some management as well as leadership related factors which could cause employee dissatisfaction which might in turn lead to lack of commitment and or high level of exits.

- The subordinates are likely to gain insight into causes for problems and tensions in the working place and realise that they can be part of the solution.

- The management of the department could change the way they view management as a concept and hopefully see the use of complexity theory driven management style as one of the solutions to boost the staff morale, improve performance and curb many exits.

- The management could realise the importance and impact of employee related policies, like recruitment policy, induction policy, retention policy, and instruments like job satisfaction surveys and exit interviews, and make use of them to improve the working conditions.

- The most vitally significant factor is that reduced staff turnover should lead to better morale, better productivity and better service to the public.

1.5 Preliminary Theoretical Framework

The basis for this research was based on complexity theory and adaptive systems. An attempt was made to determine if what was pertaining in the organisation being studied was in sync with this theory. The following are some of the areas of comparison;

1.5.1 Organisational Structure

One would have to determine if the structure of the organisation under study is flexible, which is in agreement with complexity theory, or is rigid. The next step would be to find out if the senior management communicates the vision and mission statement of the department to every employee of the organisation so that everybody works towards a common destination. It would also have to be determined if every level of the organisation has employees who have power to make decisions, instead of leaving all decision making in the hands of senior management.

1.5.2 Open-minded Managers who keep Abreast of New Developments

Here the knowledge of senior management will be assessed against the three types of foresight horizons as put forward by Maxfield (1998) i.e. clear, complicated and complex. The question would be: Are managers able to construct and interpret the external environment of the organisation and how that environment affects the organisation? Do managers keep abreast of new developments and communicate them to staff members?

1.5.3 Acknowledgement and Rewarding of Good Work

A question would have to be asked as to whether the organisation has achievement awards ceremonies wherein those who have excelled are rewarded/acknowledged and are those that did not do well encouraged to put more effort? The important point here is that the annual achievement awards ceremony should be seen to be fair and not be used to reward those who are friends of the senior management. Another way of rewarding good work would be to expose workers to; 'on the job training programmes and provide them with opportunities for upward mobility.

1.5.4 Planning

The flexibility encouraged in the organisational structure is also encouraged in the planning process. This is due to the fact that as the world of which the organisation is part changes, so does the organisation. Does the leadership prefer top-down planning to scenario planning or the vice versa? Does leadership regard plans as cast in stone or do they see them as artifacts that are both liberating and constraining? Are inputs from junior staff members taken into consideration during the departmental planning sessions?

1.5.5 Teamwork

Does management regard teams and team work as not only as necessary but as playing a crucial role in the competitiveness of the organisation? Are employees encouraged and opportunities availed to them to work as team members?

1.6 Summary of Chapter One

In Chapter one, the background and outline of research was discussed. The problem statement and objectives of the study were named. The preliminary theoretical framework was also discussed.

The next chapter will focus on literature that is related to staff turnover with a view to find out what different scholars in the staff turnover field have to say.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Scholars such as Grobler, Warnich, Carrell, Elbert and Hatfield (2006) describe staff turnover as the movement of employees out of the organisation as a result of resignations, transfers out of organisational units, discharges, retirement and death. Although some authors use the term "turnover" to also mean changing the position within the organisation, and "exit" to mean leaving the organisation, many authors use the two terms interchangeably.

Griffeth and Hom (2001) look at turnover in a two way system i.e. voluntary and involuntary turn over. They say voluntary turnover is when the employees freely decide to leave the job whilst the involuntary turnover represents employer-initiated job separations over which leavers have little or no personal say, such as dismissals or layoffs. Voluntary turnover is not desirable because it is not requested by employers, whereas involuntary turnover is desirable because it could be a way of getting rid of poor performers or excess manpower. Having said that it is important to state that there could be some disagreement over whether a particular reason is voluntary or not.

Griffeth and Hon (2001) continue to argue that lower turnover and absenteeism is associated with higher internal work motivation, satisfaction with growth and development, satisfaction with work itself and improved quality of work performance. To support this Searle and Skinner (2011) say social relationships in the workplace serve as important predictors of employee intention to leave.

2.2 Management versus Leadership

In today's business environment, management and leadership work hand in hand. Hellriegel, Jackson, Slocum, Staude, Amos, Klopper, Louw and Oosthuizen (2007) define a manager as a person who plans, organizes, directs, and controls the allocation of human, material, financial and information resources in pursuit of the organisation's goals. This definition is supported by Schermerhorn (2011) who refers to managers as people in organisations who directly support, supervise, and help activate the work efforts and performance accomplishments of others. There may be different types of managers but what they have in common is that they all have a responsibility for the efforts of a group of people who share a goal and access to resources that

the group can use in pursuing its goal. Because managers achieve organisational goals by enabling people to do their jobs effectively and efficiently – not by performing all the tasks themselves – they must find ways to keep employees motivated (Hellriegel et al., 2007).

It is suggested by Schermerhorn (2011) that effective managers successfully help others achieve both high performance and satisfaction in their work. These managers ensure a quality of work life which is a workplace which offers fair play, safe working conditions, opportunities to learn and use new skills, room to grow and progress in career and protection of individual rights and wellness.

Leading is the process of arousing people's enthusiasm and inspiring their efforts to work hard to fulfill plans and accomplish objectives. This is in support of Dubrin (2007) who says broadly speaking, leadership deals with the interpersonal aspects of a manager's job, whereas planning, organizing and controlling deal with the administrative aspects. Dubrin (2007) further says the difference between leadership and management is one of emphasis as effective leaders also manage and effective managers also lead.

As leaders, managers build commitments to a common vision, encourage activities that support goals, and influence others to do their best work on the organisation's behalf (Schermerhorn, 2011). Those in management positions could focus on both management and leadership responsibilities, or they could put more emphasis on one responsibility thereby ignoring the other.

2.3 Complexity Theory and Management

Hellriegelet al., (2007) stated that effective managers are essential to any organisation's overall success, regardless of whether it is a global giant or a small start-up enterprise. It therefore follows that the manager who hopes to be successful should not only understand but should be seen to be practicing complexity theory principles. A manager has to always bear in mind that the system is made of agents with schemata (Plowman, Solansky, Beck, Baker, and Kulkarni, 2007). This understanding will cause a manager to desist from acting as a source of wisdom and knowledge but would instead create opportunities for the subordinates to use their different experiences and knowledge for the good of the organisation which would in turn lead to the achievement of organisational goals.

Grobler (2006) says the organisation must recognize the business necessity of having a diverse workforce and tapping the potential of that workforce. It therefore follows that a good manager should be able to manage diversity. According to Thomas (1996) diversity is a planned systematic and comprehensive managerial process for developing an organisational environment in which all employees, with their similarities and differences, can contribute to the strategic and competitive advantage of the organisation, and where no one is excluded on the basis of factors unrelated to productivity. The importance of managing diversity is further underlined by Grobler (2006) who says the first group to undergo the diversity awareness training should be top management as this would motivate them to recognize the worth and dignity of everyone in the workplace and to treat them with respect.

Management is a complex matter, thus managers should understand and acknowledge that all organisations are ambiguous and unpredictable (Regine and Lewin, 2000). This means no one in the organisation, not even the manager himself will be able to predict and tell what will happen next as organisations are unpredictable and full of surprise. Complex managers should also be aware that the survival of the system does not depend on them alone but on other organisation members as well. Actually the fact that both managers and members cannot survive outside the system makes them equal.

Since history has a direct impact on the organisations, it is essential for the manager to know and acknowledge the organisation he or she manages. This is because the archives of the organisation could be storing crucial information about how the organisation has been surviving over the years. This path dependence influences what happens at present and what will happen in the future within the organisation. Whilst artifacts can assist an organisation achieve its goal it is important for the complex manager to know that artifacts can both liberate and impede what the people in the organisation can do (Regine and Lewin, 2000).

Regine and Lewin (2000) further say the complex manager should therefore help lead the organisation staff to own the goals of the organisation and work hard as a collective in trying to reach them with a view that their success as well as their failure is a collective one.

2.4 Turnover and Management in Complex Organisations

Griffeth (2001) says turnover studies have primarily established that satisfaction with supervision promotes job retention and that superiors who are participative in their leadership style, communicate often about work-related matters, and express consideration toward employees can build a stable workforce. To support this, Schermerhorn (2011) says managers should be held accountable not just for performance accomplished in their areas of supervisory responsibility, but also for the impact of their behavior and practices on human sustainability among those who work with and for them.

Griffeth and Hom (2001) mention role stress as another major determinant of why employees leave the organisation. They say people quit their jobs if there is unbearable demand from others on how to do their work, if they have work overload, or there is work-family conflict. This then takes us to the fact that supervisors who empathize with employees' family responsibilities can lessen the role stress and thereby contain turnover.

The perpetual instability in an organisation with high turnover is underlined by Griffeth and Hon (2001) when they say employee turnover might worsen the morale and retention of employees who stay behind. The foregoing is supported by Searle and Skinner (2011), who say that the consequences of members exiting the organisation are mostly negative as leavers may disparage the present job and undermine other employees' attitude towards the organisation prompting them to exit later.

Liyanage and Galhena (2012) quote Mathis and Jackson (2006) who found that turnover is a costly problem and further argued that, the cost related to the labour turnover can be classified as separation cost, replacement cost, training cost, and hidden cost. Brown, Garino and Martin (2004) highlighted that labour turnover affects both workers and organisations. Workers experience disruption, the need to learn new job-specific skills and find different career prospects. Firms on the other hand, lose job-specific skills, suffer disruption in production and incur the costs of hiring and training new workers. The above is in support of Taylor (2002) who regards high employee turnover as one of the most costly problems that companies face. Losing an employee can cost a company as much as eighteen months salary for professional and six months' salary for an hourly employee (Amg and Jardine, 2001).

Having stated all the negativity associated with turnover one needs to state that there are certain conditions under which turnover has beneficial consequences. According to Dalton and Todor (1979), trying to avoid turnover entirely would give rise to stagnation that would disturb the performance of the organisation. This is supported by Griffeth and Hom (2001) who say turnover is not always unwelcome because as some employees leave those that remain get promotional opportunities. That also becomes an opportunity for new technology and ideas to be infused in the organisation.

Grobler et al., (2006) say a certain amount of turnover is expected, unavoidable and considered beneficial to the organisation. New ideas from new employees may be what the organisation needed for innovations and turn-around strategy to be implemented. In addition, turnover may help rectify poor hiring and placement decisions. To support the foregoing, Hausknecht and Trevor (2011) say if those who leave the organisations are poor performers who are failing in the fulfillment of the basic job requirements and get replaced with high performing workers, the organisations would benefit from employee turnover.

2.5 Job Satisfaction, Performance and Turnover

The study of staff turnover cannot be complete without looking at the relationship between job satisfaction, performance and turnover. This relationship can be regarded as a complicated one as there is an ongoing scholarly debate on what comes before the other, what causes the other or if there is a relationship at all.

2.5.1 Job Satisfaction and Turnover

Noe, Hollenbeck, Gerhart, and Wright (2012) define job satisfaction as a pleasurable feeling that results from the perception that one's job fulfills or allows for the fulfillment of one's important job values. Schermerhorn (2011) further says effective managers successfully help others to achieve both high performance and satisfaction in their work. He goes on to say this dual concern for performance and satisfaction leads to the quality of work life which includes fair pay, safe working conditions, opportunities to learn and use new skills, room to grow and progress in a career, and protection of individual rights and wellness.

It is important for managers to want to know how the employees feel about their work. This attitude is often measured through some surveys. According to Schermerhorn (2011) these

surveys usually probe beyond the more global questions of "job satisfaction – yes or no?" and make specific inquiry into just what aspects of a person's work are satisfying or not. These surveys also help managers to take actions to increase levels of satisfaction.

Schermerhorn, Hunt and Osborn (2008), say job satisfaction goes hand in hand with an employee's decision to belong and to perform. In support of the foregoing, Schermerhorn, Hunt and Osborn (2008) say job satisfaction can also affect turnover, or decisions by people to terminate their employment. The implication here is that it is expected of more dissatisfied workers to quit their jobs as compared to satisfied workers. Noe et al., (2012) say when dissatisfied employees are unable to change their situation they may take an internal transfer if the dissatisfaction is job-specific, but if the dissatisfaction relates to organisation wide policies, organisational turnover is likely. Whilst the above shows some level of relationship between job dissatisfaction and turnover it is important to mention that there is never a guarantee that a satisfied employee will not leave the organisation. This is aptly put by Griffeth (2001) who says turnover experts have long argued that job opportunities may induce even satisfied employees into surrendering their current job.

2.5.2 Job Satisfaction and Performance

Research studies over the years have shown little relationship between measures of job satisfaction and performance outputs as highly satisfied workers may be poor performers and highly dissatisfied workers may be good performers. This is echoed by Wexley and Gary (1975) who say even though the assumption that high job satisfaction leads to high performance came to be popularly accepted evidence indicates that little relationship exists between the two. To harp on the above assertion, Schermerhorn (2011) says a simple and pertinent link between one's job satisfaction and work performance does not exist. The reality is that some people will like their jobs, be very satisfied, and still will not perform very well.

The foregoing does not however mean that managers should not eradicate possible sources of job dissatisfaction as much as possible as there is an empirical relationship between performance and job satisfaction.

2.5.3 Performance Causes Job Satisfaction

Wexley and Gary (1975), state that good performance may lead to intrinsic and or extrinsic rewards, which in turn lead to satisfaction. If one follows Wexley and Gary's argument it becomes clear that satisfaction does not cause performance but is caused by performance. A complex leader should be both transformational and transactional. It is transactional leaders whose influence on employees depends on giving employees material rewards for their efforts at work (Plowman 2007). These leaders know that acknowledging and rewarding good work by staff members is part and parcel of leadership responsibility.

Organisations should therefore have achievement awards ceremonies aimed at praising and incentivizing employees for their outstanding work. This is supported by Maxfield (1998) who says, the fact that management should reward success does not mean they should punish failure. Care should be taken not to turn the awards ceremonies into platforms to spite, and denigrate poor performers. Awards ceremonies should be used to reassure and motivate them to put more effort in future.

Research shows that for performance to lead to satisfaction, employees should view rewards as equitable. If individuals feel their performance is not fairly rewarded then the argument that performance causes satisfaction will not make sense.

2.5.4 Rewards Cause Satisfaction and Performance

There is a compelling argument which says performance and satisfaction are the results of rewards that the employees receive. Schermerhorn, Hunt and Osborn (2008) say research indicates that people who receive high rewards report higher job satisfaction and that performance-contingent rewards influence a person's work performance. The idea here is that if a low performer receives small rewards he or she will work hard in future so as to be rewarded even more. The foregoing is supported by Schermerhorn (2011) who says job performance followed by rewards that are valued and perceived as fair will create job satisfaction, and this will likely increase motivation to work harder to achieve high performance in the future. The above is further supported by Hunter (2012) who says the rewards that people receive, intrinsic or extrinsic, play a big role in the motivation of employees.

It is however important to note that according to Schermerhorn (2011), in a study where 21,000 employees were interviewed on what they liked and disliked about their work environment, the same things e.g. work conditions and wages, that were sources of satisfaction for some workers were sources of dissatisfaction for others.

2.6 Organisational Structure and Planning

The structure of an organisation is only an instrument that is created to achieve other ends (Sparrow and Hiltrop, 1994). According to Daft (1992) the seven dimensions of an organisation that may be used to describe the organisational structure are: formulation, specialization, standardization, hierarchy of authority, complexity centralization and professionalism. These dimensions can be used to measure and compare organisations but are themselves dependable on a number of contextual dimensions such as size, technology, environment, goals and strategy (Sparrow and Hiltrop, 1994). Morgan (1986) uses some metaphors which shape options which managers believe they have open to them when restructuring the organisation. The managers who regard organisations as machine bureaucracy focus on a need to design them like machines with exact requirement for work hours, tasks to be completed, activities to be planned and procedures of operation. This is characterized by top-down planning.

The managers who regard organisations and their structures as living organisms focus on the needs of organisations in relation to their environment. Here, managers think about organisation structures in evolutionary terms, in order to understand how one type of structure has developed out of another (Sparrow and Hiltrop 1994).

The organisational structure authored by complex managers would, among others, be flexible and not rigid. The putting together of the mission and vision statements should be open to all levels of the staff in the organisation. Employees at different levels should be at liberty to make decisions instead of concentrating all decision making at the level of senior management. The advantage thereof is that there won't be an instance where everything will come to a halt whilst junior employees sit and wait for senior management to make decisions even about issues that are not that strategic in nature.

Complex managers should implement transformational management style by inspiring workers not to work for individual gain but towards attaining collective goals (Plowman et al., 2007). Managers of a complex system do not view strategic planning as a vehicle to take an organisation forward but as a tool like many others that can have both positive and negative influence within the organisation.

2.7 A Learning Manager Managing – A Learning Organisation

Turbulent environments are never static but are always changing which means there is no room for a manager who is allergic to new innovations, learning and growing. Schermerhorn (2011) says today's turbulent times reinforce the point that your career success depends on a real commitment to learning – changing behavior through experience. The long-term difference in career success may well rest with lifelong learning – the process of continuous learning from all of our daily experiences and opportunities.

As problems are unique they need to be given unique attention after being carefully studied. A learning manager would be a student for the rest of his life thereby keeping abreast of the new developments in the management field. According to Senge (1990) learning organisations are encouraging and helping all members to learn continuously, while emphasizing information sharing, teamwork, empowerment, and participation.

2.8 Ethics, Respect and Moral Management

Hellriegel et al., (2007) say ethics is a set of values and rules that define right and wrong behavior. These values and rules indicate when behavior is acceptable and when it is unacceptable. In a broader sense, ethics includes distinguishing between fact and belief, defining issues in moral terms, and applying moral principles to a situation.

In support of the above Langman-Fox, Cooper and Klimoski (2007) refer to ethics as a cultural experience shared by organisation members. They say it has to do with what one must or may do as well as what one must refrain from doing. Schermerhorn (2011)'s definition of ethics is similar to the afore-going as he refers to it as a moral code of principles that sets standards of good or bad, or right or wrong, in one's conduct.

To provide guidance for employees, an organisation can define ethical and unethical behaviors and employees' actions could be guided both formally and informally. The most fundamental informal source of guidance is top management's behavior which demonstrates the ethical principles that are important to the organisation.

Langman-Fox, Coper and Klimoski (2007) talk about a manager who does not respect his colleagues and stakeholders and damaging the reputation of his or her organisation in the process. If their abilities are not recognized the employees do not grow and their development gets curtailed. Such employees with unchallenging work cannot be expected to be client-friendly as the conditions become breeding ground for stress and burnout (Winnubst and Schabracq, 1996).

Under moral management, Schermerhorn, Hunt and Osborn (2008) describe two types of manager's i.e. immoral manager and moral manager. They refer to the immoral manager as the one who is without ethical principles and who makes decisions for his personal gain. Moral managers on the other hand include ethics principles and goals into their behavior. This is in support of Schermerhorn (2011) who says an immoral manager does something purely for personal gain and knowingly disregards the ethics of the action or situation, whilst a moral manager makes decisions and acts in full consideration of ethical issues.

2.9 Empathy and Trust in an Organisation

According to Langman-Fox, Coper and Klimoski (2007) the fact that the faculty of empathy exist in most human does not mean that they all always practice it. Stout (2005) mentions two possible mistakes that management can make in this regard. First is the drive from a manager to personally control not only other people but the whole world as well especially if he thinks that domination is a worthwhile goal.

Second is moral exclusion where a manager takes sides of other managers and ignores employees. To prevent such mistakes, Langman-Fox et al., (2007) suggest that managers should always be close to their employees and always try to learn and understand their strengths and weaknesses. They further state that managers should listen attentively and objectively to what employees say and feel.

Brockner, Siegel, Tyler and Martin, (1997) define trust as a willingness to be vulnerable to another, based on the belief that the other is reliable, open, competent and concerned. Gambetta (1998) says when we say we trust someone or that someone is trustworthy, we implicitly mean that the probability that he will perform an action that is beneficial or at least non-detrimental to us is high enough for us to consider engaging in some form of cooperation with him. On the same subject of trust Guest (1998) points out that the organisational trust is a key element of an employee's psychological contract and it leads to greater organisational commitment, a reduced intention to quit organisations, increased organisational citizenship behaviors and higher levels of performances.

This is supported by Davis, Schoorman, Mayer and Tan, (2000) who found that in a chain of restaurants, those in which the faculty's general manager was more trusted had significantly higher overall sales and net profits than those where the manager was less trusted. Langman-Fox et al., (2007) give credence to the above by saying cultivating higher levels of trust would be a worthwhile goal for managers to pursue as trust can enable higher levels of organisational performance. (Langman-Fox et al., (2007) further say whether or not one trust one's manager does not matter until one is in a position where one must choose how much to willingly put oneself at risk at one's manager's hands. Understanding where and how employees are in a position to take risks as part of their jobs is important, as trust will be a key determinant of their risk taking. In addition to potentially higher performance for the organisation, working in a more trusting environment is likely to reduce employees' stress levels. (Langman-Fox et al., 2007).

On the subject of trust building and trust reduction in organisations, Schoorman, Mayer and Davis, (2007) say it is easy to violate damage and lose trust but it is difficult to build trust as trust can both evolve and dissolve as relationships change. Mayer (2007) points out that in some circumstances, the likelihood of rebuilding trust after a violation is small or zero. According to Hunter (2012), research has shown that people will not perform well for long periods if they do not trust their superiors, especially regarding the rewards they believe they should receive.

2.10 The Importance of Organisational Interactions

Complex managers allow interactions to take place within the organisation but that does not mean they have to direct them (Regime and Lewin, 2000). The complex manager uses organisational interactions as an appropriate place for the communication and discussion of new ideas.

Schermerhorn (2011) differentiates between effective communication which occurs when the sender's message is fully understood by the receiver and efficient communication which occurs at minimum cost in terms of resources expended. He further says effective communication is an essential foundation for collaboration as people work together in organisations, and the better the communication, the greater the likelihood of successful collaboration.

2.11 Possible Techniques and Tools to Minimize Staff Turnover

Varying circumstances in different organisations mean there can be no cast in stone techniques and tools to minimize staff turnover across the board. The following techniques and tools which form part of the complexity theory and adaptive systems are however worth looking at when dealing with this subject.

2.11.1 Recruitment

Hunter (2012) says it is advisable for organisation management to draw up recruitment policies and procedures to ensure that the people responsible for recruitment understand what they can and can't do in relation to recruitment and how recruitment should be carried out. The policies provide guidelines to streamline the recruitment process and prevent misunderstandings and potential conflict, for example, between HR specialists and line management.

2.11.2 Induction

Grobler et al., (2006) says during the first few days on the job, new employees form their initial impressions of the organisation and its managers. These impressions may range from very favourable to very unfavourable, and may influence their job satisfaction and productivity. The saying which goes, "first impressions are lasting impressions" takes centre stage here as what happens in the organisation during the first days of employment is very important in creating

lasting impressions in the minds of the new employees and can influence performance and staff turnover in the future.

Induction which is also called socialization becomes necessary so that the new employees could get integrated and exposed to what their new job requires. The importance of induction lies in the fact that new employees are made to feel like full members of organisation as opposed to feeling like strangers or outsiders (Grobler et al., 2006). An induction programme can however not be successful if it is not carefully planned, implemented and monitored by top management (Grobler et al., 2006).

Among many benefits of induction Grobler et al., (2006) mention higher job satisfaction, reduction in absenteeism, greater commitment to values and goals, and lower labour turnover. They also warn against cramming too much detailed information in a short period of time. Noe et al., (2010) aptly put it when they say employees who experience successful socialization are more motivated, more committed to the company and more satisfied with their jobs.

2.11.3 Communication

Grobler et al., (2006) express the importance of communication by saying all business organisations depend on communication as it is a glue that binds various elements, coordinates activities, allows people to work together and produce results. Hellriegel et al., (2007) say because managing involves getting work done through other people, communication competency is essential to effective managerial performance. This is supported by Schermerhorn, (2011) who says the ability to communicate orally and in writing is a critical managerial skill as they have to use communication to establish and maintain interpersonal relationships, listen to others, deal with conflicts, negotiate and otherwise gain the information needed to create a high-performance workplace.

2.11.4 Surveys

Grobler et al., (2006) say the employee survey is the most widely used research technique in organisations with the wage survey and the job-satisfaction survey as the most common ones. They further say since morale and job satisfaction have been thought to be important determinants of employee productivity, absenteeism and turnover, managers have systematically used job-satisfaction surveys to analyse employee attitudes on important topics.

2.11.5 On-the-Job Training

The importance of having well-structured on-the-job training programmes for employees can never be over emphasized. On-the-job training programmes enable the employees to learn in the real situation and find it easier to apply the skills and knowledge that they have learned as opposed to off-the-job training techniques. The employees can sometimes contribute to the output of the department by producing goods or services while they are learning (Hunter, 2012).

2.11.6 Job Enrichment

Schermerhorn, Hunt and Osborn (2008) define job enrichment as the practice of enhancing job content by building into it more motivating factors such as responsibility, achievement, recognition, and personal growth. The planning and evaluating duties that would have been reserved for managers is added to employees' job content (Schermerhorn, Hunt and Osborn 2008). In support of the above, Hunter (2012) says most people would like to be recognized for their achievements, to be given an opportunity to grow and develop in an organisation and to be given interesting work.

Liyanage and Galhena (2012) say conditions of employment like salary and career opportunities are important causes of turnover intention. When employees consider their career opportunities within the organisation as limited or absent, a withdrawal reaction may be evoked in order to cope with frustrations. Liyanage and Galhena (2012) in Gaertner (2000), state that employees are having high potential to leave if the job requirements are conflicting, unclear or if opportunities for growth, skill development, and promotions are lacking.

2.11.7 Teamwork

According to Conger (1998) the team based organisation is the management of the future, the business world's response to the need for speed in an ever-more-competitive environment. This is supported by Hunter (2012) who says the extent to which an organisation is competitive depends to a large extent on the effectiveness of its teamwork.

Katzenbach and Smith (1993), make a clear differentiation between teams and groups. They say a team is characterised by a common commitment, whereas a commitment within a group might not be strong. A team accomplishes many collective work products, whereas group members sometimes work slightly more independently. A team has shared leadership roles, whereas

members of a group have a strong leader. In a team there is individual and mutual accountability, in contrast, a group emphasizes individual accountability. Team members produce a collective work product, whereas group members sometimes produce individual work products.

A point to remember is that a team leader is not a prerequisite for the team's existence. This is clearly put by Hellriegel et al., (2007) when they say teamwork is a competency that involves taking the lead at times, supporting others who are taking the lead at other times, and collaborating with others in the organisation on projects that do not even have a designated team leader.

As time goes on teams may encounter problems of insufficient teamwork at different stages and that is when team building becomes important. It is important to do team building at the appropriate times so as to eradicate possible teamwork challenges or even prevent them from happening (Schermerhorn, Hunt and Osborn, 2008). One also needs to mention the fact that teamwork is not without challenges as there could be some social loafing which happens when some members slack off because responsibility is diffused in teams and others are present to do the work (Schermerhorn, 2011).

2.11.8 Removal of Stress

Schermerhorn, Hunt and Osborn (2008) say some stressors can be caused by employees' experience in the workplace whereas some may be the result of non-work and personal factors. They further say work stressors can be caused by, inter alia, excessively high or low task demands, unclear job descriptions, lack of career advancement and bad human relations. Job burnout is one example of a destructive stress which causes employees to lose interest in their work and become dissatisfied. It then becomes the responsibility of management to make sure that stress is prevented, and if it is already there some employee assistance programs are designed and implemented.

2.11.9 Employee Participation in Decision Making

Hunter (2012) says the degree of employee participation in management and operational decision-making can vary from no participation through degrees of consultation by management to very high levels of participation where the employees make most of the decisions in their section of the organisation. Authoritarian managers don't delegate decision-making to their

subordinates for a number of reasons, such as a belief that their subordinates will not be able to make effective decisions. Such managers think they might lose control and power, and also that their subordinates might usurp their positions.

Participative managers on the other hand realize that employees can make an important contribution to making decisions and solving problems in the organisation because they are closer to where the action is. Also, participation usually results in a greater degree of commitment on the part of the employees to the decisions and increases their job satisfaction and motivation. Hunter (2012) says the objectives of employee participation in decision making are to improve productivity, extend democracy in the workplace, increase job satisfaction, commitment and motivation, enhance human dignity and improve employee relations.

2.11.10 Retention

Barney and Wright (1979) stated that the firm's people are its most important asset. Thus, employee retention is a must to obtain the organisational expected success. In today's competitive business environment, it is imperative that companies focus on retention, gain commitment from their employees and manage employee turnover (Galunic and Anderson 2000).

Kgomo and Swarts (2010) say among the factors that influence employees' decision to stay in a particular organisation are the relationships that the employees form with their superiors and colleagues. The impact that managers and supervisors have on employee turnover is significant. According to Taylor (2002) employees are comfortable with leaders who do not only know them but who understand them and treat them fairly. These are supervisors that employees can trust. This is supported by Longenecker and Scazzero (2003) who say the intention to leave often correlates with a possible better job offer elsewhere, more money, a bad supervisor, absence of appreciation, or failure to get deserved time off from work.

2.11.11 Exit Interviews

According to Grobler et al., (2006) organisations often conduct exit interviews with employees who have voluntarily decided to leave. These employees can provide valuable information about the work environment that might not otherwise be available. The exit interviews are likely to be a success if the employee is assured that his or her responses will not have some future negative

impact to him or her and if the interviewer is one from HR department and not the immediate supervisor. The subject matter of the interview usually include the reason for leaving, perceptions of the supervisor, salary, benefits, training and opportunities for advancement (Grobler et al., 2006).

Because job satisfaction is a significant cause of turnover, researchers often pinpoint specific areas of work that are causing high levels of dissatisfaction. Attitude surveys and interviews can be most useful for this purpose. Exit interviews are particularly valuable in discovering the causes of turnover. In fact one of the prime reasons for conducting the exit interview is to determine why the employee is quitting. One interesting way to research turnover is to determine why people stay (Grobler et al., 2006).

2.12 Summary of Chapter Two

The foregoing review looks at employee turnover through the eyes of different scholars. The possible causes of staff turnover like lack of job satisfaction, rewards, ethics, respect, trust, and the role of complex management in containing employee turnover is discussed. The chapter ends with some possible techniques and tools to minimize staff turnover e.g. recruitment induction, communication, surveys on-the-job training, teamwork, removal of stress, inclusive decision making, retention and exit interviews.

Chapter three presents the methodology and design of this research.

CHAPTER 3: RESEARCH METHODOLOGY AND DESIGN

3.1 Introduction

Whilst chapter two focused on reviewing literature on employee turnover, this chapter discusses the procedures used in data collection for the study. The design, preparation and administration of the research instruments used are dealt with. The population sample, study validity, study reliability, pilot study and ethical issues are also discussed. To conclude this chapter data collection and analysis methodology is discussed.

3.2 Research Methodology

Schumacher and McMillan (1993) define research methods as procedures used to collect and analyse data. This is supported by Ghauri and Gronhaug (2002) who say the research methods mean the systematic collection of data followed by extraction of information with an intention to answer research questions. The methods used can be qualitative, quantitative or mixed in nature. Borrego, Douglas and Amelink (2009) state that no research method is preferred over the other instead it is the research question that determines the method choice. In terms of the above definition of research methods, it is clear that the quality of research findings is directly dependant on the accountability of the researcher's methodology.

3.2.1 Quantitative Method

According to Smeyers (2008) quantitative research method uses statistics to explain the data obtained from characteristic variables. This is in support of Cohen, Manion and Morrison (2011) who say the concepts in quantitative research methods are usually expressed in the forms of variables, while the concepts in qualitative research methods are expressed in motives and generalisations. Wisker (2001) explains that under quantitative method, the data, which normally appears in the forms of numbers and specific measurements, is used to produce a new hypothesis based on the data collected about different variables.

3.2.2 Qualitative Method

Creswell (2007) refers to qualitative research as a means for exploring and understanding the meaning the individual or groups ascribe to a social or human problem. Olds, Moskal and Miller (2005) as cited in Borrego, Douglas, and Amelink (2009) say that qualitative research can be in

the form of interviews, surveys, focus groups, and observations, amongst others. Monette et al., (2005) points out that the qualitative method has an advantage in that it recognizes the abstraction and generalisation as matters of degree.

3.2.3 Mixed Methods

Smeyers (2008) says the pragmatic approach to science involves using the method which appears best suited to the research problem and not getting caught up in philosophical debates about which is the best approach. Pragmatic researchers therefore grant themselves the freedom to use any of the methods, techniques and procedures typically associated with quantitative or qualitative research. They recognise that every method has its limitations and that the different approaches can be complementary.

Mixed methods allow researchers to use different techniques at the same time or one after the other. Research can sometimes transform qualitative data into quantitative data and vice versa. In some studies, qualitative and quantitative methods are used simultaneously. In others, first one approach is used and then the next with the second part of the study perhaps expanding on the results of the first (Smeyers, 2008).

3.2.4 Adopted Methodology

A quantitative research method uses statistics to explain the data obtained from the characteristic variables. A questionnaire which is a quantitative data collection instrument was used as a main instrument in this research. To supplement the questionnaire and to enrich the credibility of the study, the interviews which are qualitative in nature, were conducted. The adopted methodology therefore is one of mixed method research.

3.3 Research Type

Among other things, it is the research purpose, methods and data collection tools used that determine the research type.

3.3.1 The Questionnaire as a Research Tool

Jacobson (2000) defines a questionnaire as a self-report data-collection instrument that each research participant fills out as part of a research study. Researchers use questionnaires so that

they can obtain information about the thoughts, feelings, attitudes, beliefs, values, perceptions, personality and behavioural intentions of research participants. Questionnaires can be used to collect data with multiple research methods e.g. experimental, qualitative, correctional etc.

A respondent, without any interference from or the involvement of a researcher, fills in a self-administered questionnaire. A questionnaire can be used in controlled environments, in semi-controlled environments and in natural environments (Du Plooy 2009). Du Plooy (2009) further says not all questionnaires consist of questions. Some consist of statements that require respondents to indicate the extent to which they agree or disagree with statements.

Du Plooy (2009) further says self-administered questionnaire usually contain closed-ended items, which means that such questionnaires represent a quantitative approach. A word of warning from Du Plooy (2009) however is that although both questions and statements may be used in questionnaires, a number of different instructions that precede each question or statement should be minimized because different instructions can confuse respondents unnecessarily.

In this study questionnaires were used as materials for data gathering, and they were administered to former employees of the KZN Department of Arts and Culture. The opinions of the former employees were drawn forth through scaled questions where the respondents were asked to indicate their views by crossing a block that represented their view amongst the five blocks. Some open-ended questions were used to get the attitudes of the former employees towards management of the KZN Department of Arts and Culture.

The sample of this research was chosen from those employees that took transfers or resigned. Thirty two of those that took transfers or resigned were given questionnaires to answer. Although the selection was random, it was largely determined by their availability in the province, and every effort was made to balance the number of both males and females.

3.3.1.1 The Structured Questionnaire

In this kind of questionnaire the question used are pre-formulated. The respondent places a tick or makes a mark alongside one of several provided possible answers (Behr 1983). The advantage of this type of questionnaire lies on the fact that it enables the researcher code and classify responses with relative ease. The risk of misinterpretation is also greatly minimized.

Furthermore it confines the respondent on the subject in question, does not take too much of the respondent's time and consequently has high scope for the returns thereby increasing validity. It is however not without a disadvantage as it might force the respondent to respond in a particular way which might not be the true reflection of the respondent's feelings or views.

3.2.1.2 The Unstructured Questionnaire

In the unstructured or open-ended questionnaire the respondent responds freely and is at liberty to give his or her reasons. The disadvantage of this type of questionnaire is the time needed to tabulate and interpret the responses. On top of the time factor, the tabulation and interpreting of results tend to be difficult and subjective in nature. The aforementioned disadvantages however do not outweigh the importance of giving respondents a leeway to respond in an unrestricted manner and to support the responses.

3.2.1.3 Decision on the Type of Questionnaire Used

In this study it was decided to use the questionnaire which consisted of both closed and open-ended questions. Nunan (1992) highlights how important both types of questions when he says, while responses to closed questions are easier to collate, and analyse, one often obtains more useful information from open questions.

3.3.2 The Interview as a Research Tool

Johnson and Christensen (2000) refer to an interview as a data collection method in which an interviewer asks questions of an interviewee. The implication is that the interviewer collects the data from the interviewee, who voluntarily provides it. Du Plooy (2009) refers to an interview as a transitory relationship between an interviewer and an interviewee. It is transitory in terms of its duration and the question-and-answer type of conversational exchange. Du Plooy (2009) further says an interview schedule that is used during interviews contains both open-ended and closed-ended questions and statements; however the type of closed-ended question that can be asked during a personal or telephonic interview is very limited.

According to Nunan (1992) interviews can be categorised in terms of their degree of formality, and may range from structured through semi-structured to structured. It is the degree of control the interviewer wants to exercise that would determine the type of interview to be used.

3.3.2.1 The Unstructured Interview

An interview cannot be entirely unstructured, it is the role fulfilled by the interviewer and the objective of such an interview that differentiates this type of interview from the structured and semi-structured (Du Plooy 2009). It is the interviewee's response and not the interviewer's agenda that guides the unstructured interview, hence the unpredictability of this kind of interview (Nunan 1992).

Du Plooy (2009) says during an unstructured interview, the role of the interviewer is to create an atmosphere of trust and to encourage the respondent to talk about a particular topic. Although it is a time-consuming process, it allows the interviewer to discover the respondent's ideas, views, suggestions, and queries. The main reasons for using an unstructured interview are to obtain insight and depth into the topic or research issue being investigated, and to allow the respondent more freedom in responding in his/her own words (Du Plooy 2009).

3.3.2.2 The Semi-structured Interview

In this interview type you find that even though the interviewer knows where the interview has to go and the expected results he does not go to the interview with questions that are predetermined. It is issues and topics and not questions that determine the direction that the interview takes (Nunan 1992). To support the foregoing, Du Plooy (2009) says during the semi-structured interview the interviewer is free to deviate and ask follow-up or probing questions based on the respondent's replies, especially if the replies are unclear or incomplete.

3.3.2.3 The Structured Interview

Nunan (1992) says the structured interview is the most formal type. This is because it has a predetermined agenda and the researcher religiously follows a list of pre-planned questions. Du Plooy (2009) agrees with this by saying in a structured interview, standardised questions are asked in a predetermined order, with minimal interaction between the interviewer and the respondent.

Du Plooy (2009) says the advantages of using standardised questions and scales in a structured interview are:

- Structured questions require the interviewer simply to cross or check one of the answers and need no written notes.
- The procedure is standardised, which makes the task of tabulating, coding, transcribing and analysing the responses easier.
- Less time is used for the administration of the survey as a whole.

3.3.2.4 Decision on Type of Interview Used

It is the structured interview type that was used in this research. The researcher prepared an interview schedule in which the pattern to be followed, the wording of the questions and instructions, and the method of coding or categorizing of the answers were planned to the last detail.

3.3.2.5 Justification for the Use of the Interview

Among the advantages that the interview has over the questionnaire is that during interviews a researcher has an opportunity to use some probes to get more clarity or more additional information if necessary (Johnson and Christensen 2000).

For the purposes of this study, thirty two current KZN Department of Arts and Culture employees were interviewed to supplement the data obtained from questionnaires from the former KZN Department of Arts and Culture employees.

According to Nunan (1992) it is the subgroups within a population that may need to be separately identified and not the fraction of the included population that determines the adequacy of a sample size. It was because of this consideration that thirty two current KZN Department of Arts and Culture employees were deemed to be an adequate sample.

3.3.2.6 The Weakness of the Interview

Du Plooy (2009) says when conducting an interview we are investigating people's attitudes, feelings, knowledge or views. The validity of an interview can be minimised by extraneous factors as other people's presence may cause respondents to respond differently from the way

they might have done during a personal interview. Another weakness is the one stated by Mouly (1970) who says the respondent may tend to orientate his answers toward the sociable and courteous rather than simply toward the truth.

On the other hand if the investigator has an unpleasant manner, the respondent is likely to evade questions or even to disagree in order to annoy interviewer. This is supported by Du Plooy (2009) who says the characteristics and behaviour of the data collector, interviewer or moderator can also influence a respondent to react to a person conducting an interview, rather than focusing on what is being asked.

3.3.2.7 Points to be Considered when Conducting the Interview

Among the important points to be borne in mind when conducting an interview is the establishment of a good rapport between the interviewer and the interviewee (Johnson and Christensen 2000). Every effort should be made to create a friendly and tension free environment and the interviewer should be unbiased to any kind of response by the interviewee as that might in turn elicit bias responses. A relationship of trust between the interviewer and interviewee is another important factor, because lack of trust increases the chances for bias data.

3.3.3 Subjects

The target population for this study comprised of thirty two former employees of the KZN Department of Arts and Culture who responded to questionnaires, and thirty two current employees in the KZN Department of Arts and Culture who were interviewed. Each interview respondent should have worked in the department for not less than one year.

Assurance was made that a representative sample was selected from the population. At the time of the research the department had four hundred and sixty four (464) employees. The respondents were chosen from the Regional Offices that are situated in Ladysmith, Pietermaritzburg, Ulundi and Durban. Five respondents were chosen from each office. The twelve remaining respondents were chosen from Head Office based chief directorates i.e. Cultural Affairs and Human Resource Management. These Chief Directorates are led by General Managers who are assisted by Senior Managers. Since the General Managers and Senior Managers form the senior management of the department they did not form part of the target

population. The interview was based on employee relations and people management climate within the department.

3.3.4 Provision for Validity and Reliability of the Research Project

Nunan (1992) says reliability refers to the consistency of the results obtained from a piece of research. Validity, on the other hand, has to do with the extent to which a piece of research actually investigates what the researcher purports to investigate. He further makes distinctions between internal reliability, external reliability and internal validity, external validity. Internal reliability refers to the consistency of data collection, analysis, and interpretation. External reliability refers to the extent to which independent researchers can reproduce a study and obtain results similar to those obtained in the original study. Internal validity refers to the interpretability of research. External reliability on the other hand refers to the extent to which the results can be generalised from samples to populations.

There are various factors to be considered in order to determine the validity of a research instrument. These are content validity, construction validity and concurrent validity, to mention some of them. In this study content validity is the factor that was taken into consideration. The questionnaire must be valid for a particular purpose. The contents of a measuring instrument can be passed as valid if the constituent items are representative of the subject field covered by the test and a particular population involved in the survey.

During the interviews the fact that some interviewees were juniors to the interviewer could interfere with the natural flow of answers as the interviewees could choose not to give their genuine responses and try to impress which could in turn affect the validity of the gathered information. To avoid this, the participants were assured that that they would in no way be penalised because of their participation in the project. They were also assured that all recording would remain strictly confidential.

To ensure validity and reliability of the questionnaire and interviews, all questions asked were based on the main theme of this study and were made as short as possible to avoid misinterpretation and hence invalid results. Instructions were made brief and easy to read. Only relevant questions were asked in a direct and specific form.

3.3.5 Pre-testing

Powell (1997) says a pre-test serves as a trial run that allows the researcher to identify potential problems in the proposed study. This is supported by Babbie and Mouton (2001) who say when a researcher is constructing a questionnaire there is always the possibility of error. Therefore pre-testing the questionnaire is necessary to uncover any defects in questions and revise the methods and logistics of data if necessary. To minimize the ambiguity of the data collection methods both interviews schedule and questionnaire were pre-tested with three PhD students who are familiar with research and seven KZNDAC employees who have Masters Degrees. The input from respondents influenced some corrections as the issues of length, clarity of instructions and duplication of questions were raised. As a result all necessary corrections were made which included reducing interview and questionnaire questions from thirty to twenty four.

3.3.6 Ethical Issues

This study was conducted only after the ethical clearance certificate had been received from the University of KwaZulu-Natal. The interviewer and interviewees had face-to-face interviews. These face-to-face interviews were structured in a sense that they were very formal with a predetermined agenda. A list of set questions was worked through in a prepared fashion. An interview schedule was prepared to allow a particular pattern. The wording of the instructions, questions and coding or categorizing method were planned to the final detail.

The appointment to visit the offices was made telephonically with the senior managers and interviewees. Upon arrival, the researcher showed the senior manager a letter of permission to conduct research from the Head of Department and then requested further permission from the senior manager to go and meet interviewees one by one. To break the ice the interviewer began by explaining to the interviewee the nature and purpose of the interview. The interviewees were assured that their participation was voluntary, the information would be used with strictest confidentiality, they were not compelled to use their real names and they were free to withdraw from the research at any time without any negative consequence to themselves.

The interviewees were given a chance for clarity seeking questions. Care was taken not to include preceding questions that would influence or put pressure on the respondents to answer in a particular way. Although the interview was structured the interviewer did triangulate where necessary.

In order to strike a balance between the need to get information and the reluctance of the recipients to complete questionnaires that are long and time consuming, the questionnaire was brief which enabled most respondents to complete it within forty five minutes.

3.3.7 Data Collection

Two groups of respondents participated in this research i.e. the former KZN Department of Arts and Culture employees and current KZN Department of Arts and Culture employees. The first step was to email questionnaires to former KZN Department of Arts and Culture employees. Those former employees who moved to other places closer to the researcher were given questionnaires by hand and requested to answer them at their leisure. The questionnaires were introduced in a persuasive manner.

The current KZN Department of Arts and Culture employees were interviewed and the interviews recorded by a simple tape recorder with a good built in microphone. The tape recordings of the interviews were later transcribed. Isaac and Michael (1983) state that the main shortcoming of the interview technique is that it is time-consuming and expensive, but it has an advantage in that it permits probing to obtain more complete data and provides a means of checking and assuring the effectiveness of communication between the respondent and the interviewer. In this study the structured interview type was used the agenda was predetermined by the interviewer and the questions asked in the order they appear on the list.

Some interview questions were closed and others open-ended. Before the interview began the nature of research and the purpose of the interview was explained to the interviewees and any questions that the interviewees had were answered (Nunan 1992). Questionnaires and interviews consisted of closed and open-ended questions because while responses to closed questions are easier to collate, and analyse, more useful information is often obtained from open questions (Nunan 1992).

The questionnaire and interviews comprised two parts. The first part gathered the demographic data like gender, age, work experience, and academic qualification. This was done to ascertain that the respondents of both interviews and questionnaires were a true reflection of differences (age, sex, work experience, academic qualifications) found in the Department. The set of questions for this section was closed-ended.

3. 3. 8 Data Analysis

This research was both quantitative and qualitative in nature which meant different strategies of data analysis had to be adopted. For the quantitative part, the programme called Statistical Package for Social Sciences (SPSS) was used. This focused on the thirty two questionnaire responses by former KZNDAC employees. The questionnaire analysis only started after all responses had been received back. They were all scanned through, coded and recorded. The direct-entry method was used to enter quantitative data into a computer. The demographic data were analysed using frequency distribution. The idea was to show the number of participants, their gender distribution, age distribution, their education qualifications and their working experience. The manual analysis of data was done through the use of frequencies and tables. Data was tabulated by compiling the frequency table in accordance with Summated Rating Scales (Likert-type). This was a set of verbal items to each of which the interviewee responded by indicating degree of agreement or disagreement. The individual's response was then located on a scale of fixed-alternatives. The table included five scale positions namely: Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree. The raw scores were converted into percentages. The chi-square was then used to determine the similarities and differences between the responses.

Mouton (2001) says that qualitative data analysis involves the sorting of this rich, thick description type data into manageable themes, patterns, trends and relationships. The interviews were analysed using the "Constant Comparison Method, a thematic analysis approach based on a model proposed by Dye, Schatz, Roenbers, and Coleman (2000). This approach involves taking one piece of data, for example one interview, and constantly comparing it with others with the aim of conceptualizing possible relationships between the different data sets (Thorne, 2000). According to Terre Blanche and Durrheim (1999) data analysis involves reading through your data repeatedly, and engaging in activities of breaking the data down and building up again in

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novel ways. Categories, created when a researcher groups or clusters that data, become the basis for the organisation and conceptualization of data (Dey, 1993). This is in support of Patton (1990) who says content analysis, or analyzing the content of interviews and observations is the process of identifying, coding and categorizing the primary patterns of data. It was with the foregoing in mind that the five objectives of the study were used to categorize and analyze the data.

Findings were considered against the backdrop of the theoretical framework of complexity theory and adaptive systems as discussed in chapter one, and then an attempt was made to explain whether or not the findings supported these theories (Mouton, 2001). This concept is supported by Stemler (2001) who suggests that the purpose of Construct and Thematic Analysis is for the researcher to observe the data in relation to the title, key questions and related literature of the research study with the aim of building a valid argument for choosing the themes and to make inferences.

3.3.9 Summary of Chapter Three

The foregoing are the procedures that were followed, the research methods, subjects and materials that were used in an attempt to investigate causes of staff turnover at the KZN Department of Arts and Culture.

It is hoped that the findings will help throw some light on whether the relatively high level of turnover in the KZN Department of Arts and Culture is somehow as a result of the way this organisation is being managed.

Chapter four presents research results and the discussion thereof.

CHAPTER 4: RESULTS AND DISCUSSION

4.1 Introduction

The purpose of this study was to investigate the causes of Staff Turnover at the KZN Department of Arts and Culture. The study focused on the province of KZN. The research built on the theoretical framework presented and investigated the variables identified in the literature. Primary data was obtained by administering a written questionnaire among the former employees of the Department of Arts and Culture in KZN, South Africa. To supplement the data from questionnaires, current employees in the KZN Department of Arts and Culture were interviewed. From the findings suitable recommendations were made regarding the causes of staff turnover in the KZN Department of Arts and Culture.

In this chapter the results of the primary research conducted are presented and interpreted. The presentation of the results is aligned to the objectives of the study:

Main objectives

- To determine whether the high staff turnover can be attributed to management.
- To determine if instruments such as on the job training, job satisfaction surveys and exit interviews are conducted and the results thereof used to improve working conditions.
- To determine if the organisation's employee retention policy is being properly implemented to retain experienced and productive staff.
- To determine employee morale levels
- To determine if there are enough opportunities for employee upward mobility, as this would boost employee morale and improve employee performance and attract more productive staff members.

As stated in chapter two, data were analysed using a computer programme called Statistical Package for Social Sciences (SPSS) and the direct-entry method was used to enter quantitative data into a computer.

The qualitative data were analysed using the "Constant Comparison Method, a thematic analysis approach which involves constantly comparing one piece of data with others with the aim of conceptualizing possible relationships between the different data sets.

Presentation of findings will ensue in the following manner, first, an overview of the sample, followed by a discussion of the research instrument, and thereafter presentation of findings in relation to each research question.

4.2 Questionnaire Results

Table 4.1 below shows that a total of 32 questionnaires some mailed and others hand delivered to respondents. The sample and 32 responses were received resulting in a response rate of 100%.

Table 4.1 – Summary of Survey Responses

	Sample Size	Number of Respondents	Percentage Respondents
Total	32	32	100%

4.2.1 Section A: Demographic Data

The first section of the questionnaire gathered demographic data on gender age, level of education and employment dates.

4.2.1.1 Respondents Distributed According to Gender

A total of 32 respondents made up of KZNDAC former employees, responded to questionnaires resulting in a response rate of 100%. The fact that thirty four percent (34%) of the respondents were male and sixty six (66%) of the respondents were female paints a representative picture of the department which has always had more female employees than male as is evidenced by the fact that in 2014 there were 187 male and 277 female employees in the department. The questionnaire respondents represented all age categories.
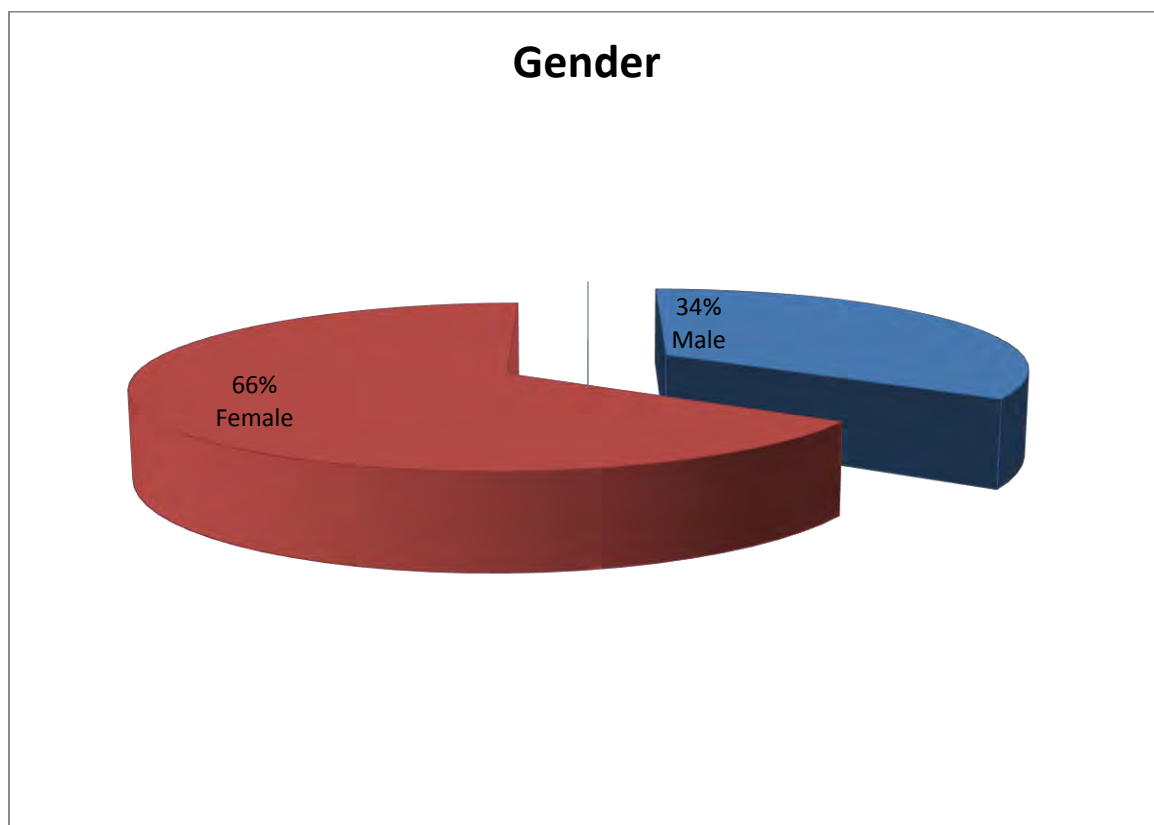
Figure 4.1: Respondents Distributed According to Gender

4.2.1.2 Age Category of the Respondents

Figure 4.2 below shows respondents distributed according to age. The statistics show that the majority of respondents i.e. 53%, were younger than 37 years of age. These are people who are relatively young, full of energy and have big dreams for career advancement. One would therefore not expect them to think twice if an opportunity to leave avails itself, especially if there are no immediate advancement prospects in their present organisation. Even when not satisfied the older employees might decide to labour it out and wait for retirement at the environment they are familiar with.
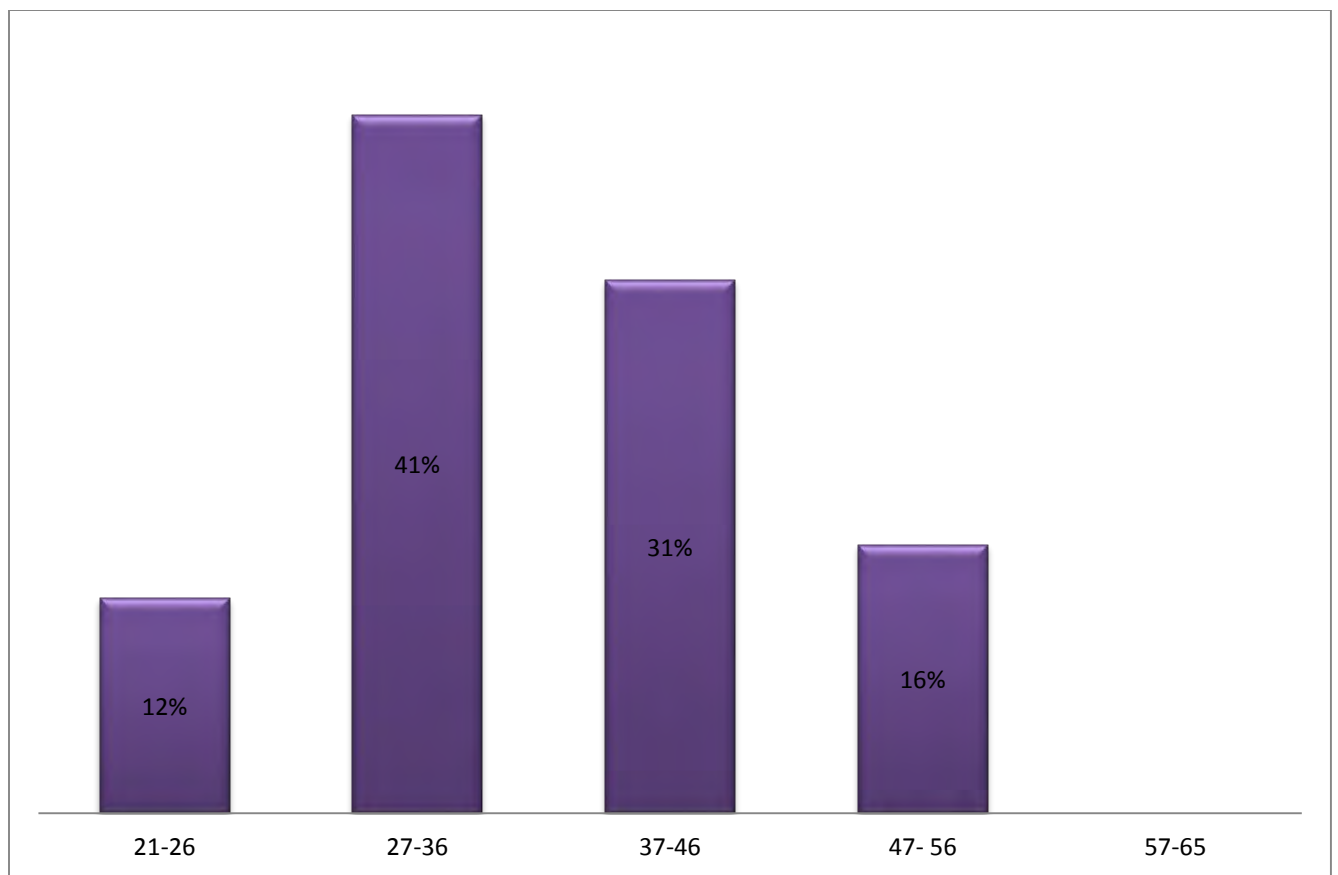
Figure 4.2: Age Category of the Respondents

4.2.1.3 Highest Level of Education

The educational profile of the respondents as depicted in Figure 4.3 below shows that all the respondents had a matriculation certificate and above. All four levels of education were represented in this research. This statistics show a picture of a balanced organisation when it comes to qualifications especially because grade ten used to be a minimum requirement for administration entry level posts and a diploma a basic requirement for Cultural Officers. It is in some specialized fields like Language Services where a degree or equivalent is a minimum entry requirement.
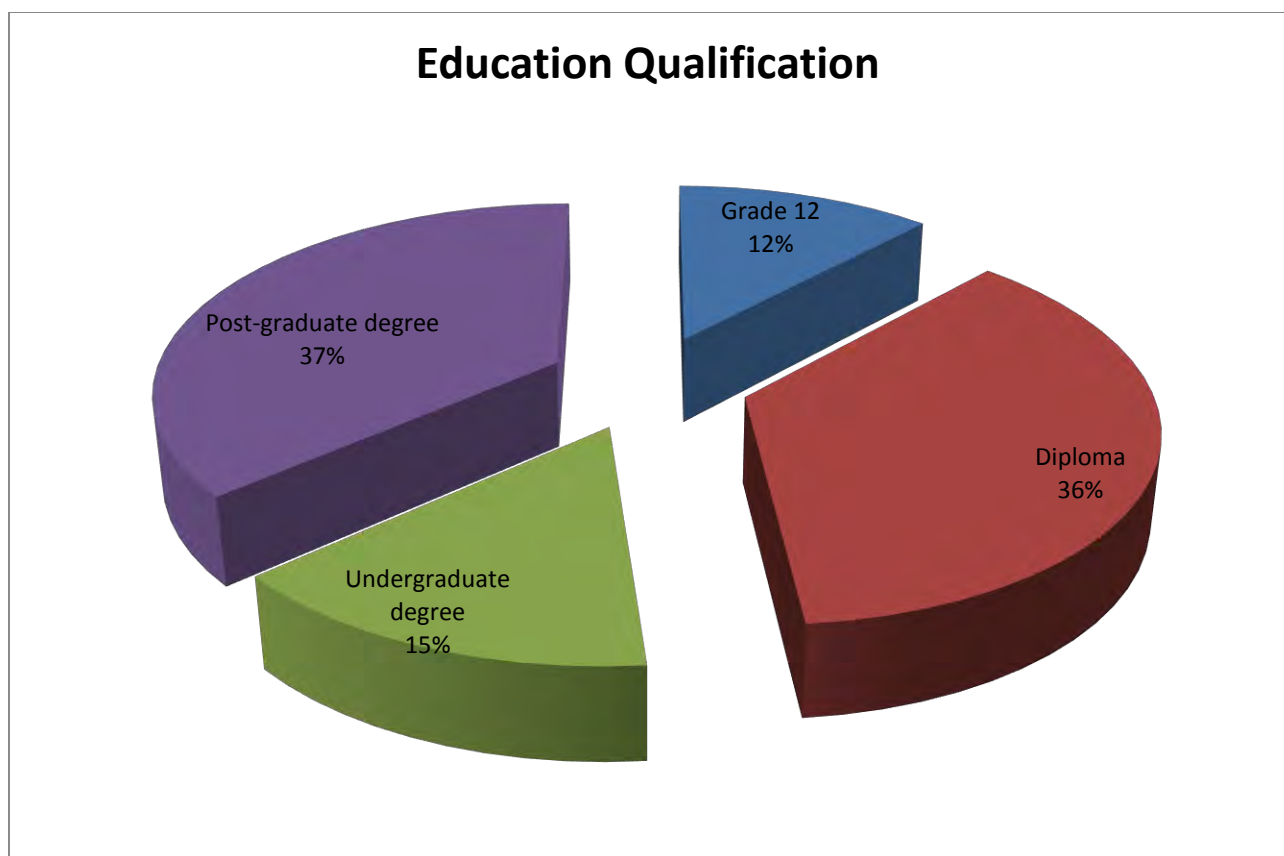
Figure 4.3*: **Highest Level of Education**

4.2.1.4 Years of Employment

Figure 4.4 below shows respondents distributed according to their working experience. Those who belonged to the 1-3 years working experience constituted 37%, those in the 4 – 6 years working experience constituted 41%, and those in the 6 – 9 years working experience constituted 22%.

The picture we get here is that of an organisation with a mixed and balanced working force that could complement each other. The experienced employees are crucial for the institutional memory of the organisation and can be depended upon to use their experience for productivity. On top of that they can assume the position of being mentors to the younger employees. Younger employees on the other hand can be depended upon to use their energy, innovative ideas and technology prowess to the benefit of the organisation.
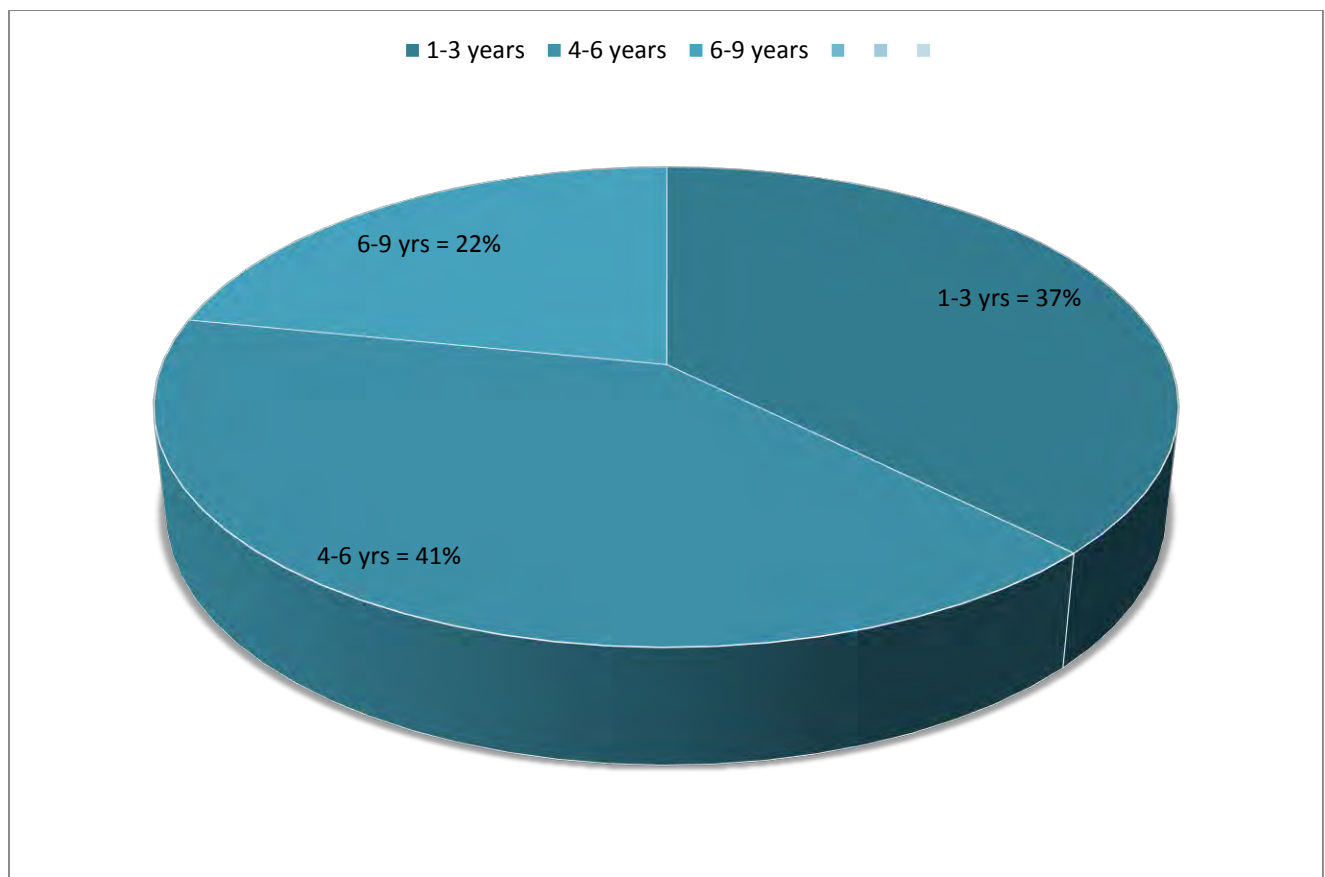
Figure 4.4: Years of Employment

4.2.2 Section B: Questionnaire Responses per Objective

What follows are questionnaire responses per study objectives.

4.2.2.1 Objective One: Whether the high staff turnover can be attributed to management.

Statement One: Former, Current Position and Main Reason for Leaving KZNDAC

Figure 4.5 below shows the reasons why former employees left KZNDAC wherein 56% cited promotional reasons and are now occupying senior positions in their new organisations whilst the 44% who cited work dissatisfaction reasons are still occupying the same positions in their new organisations. Hon (2001) says turnover is not always unwelcome because as some employees leave those that remain get promotional opportunities. Whilst the foregoing may be true it is however important to state that the turnover that is taking place in the KZN Department of Arts and Culture is not beneficial to the organisation especially if one considers the fact that forty four percent of respondents said they left because they were dissatisfied with management.
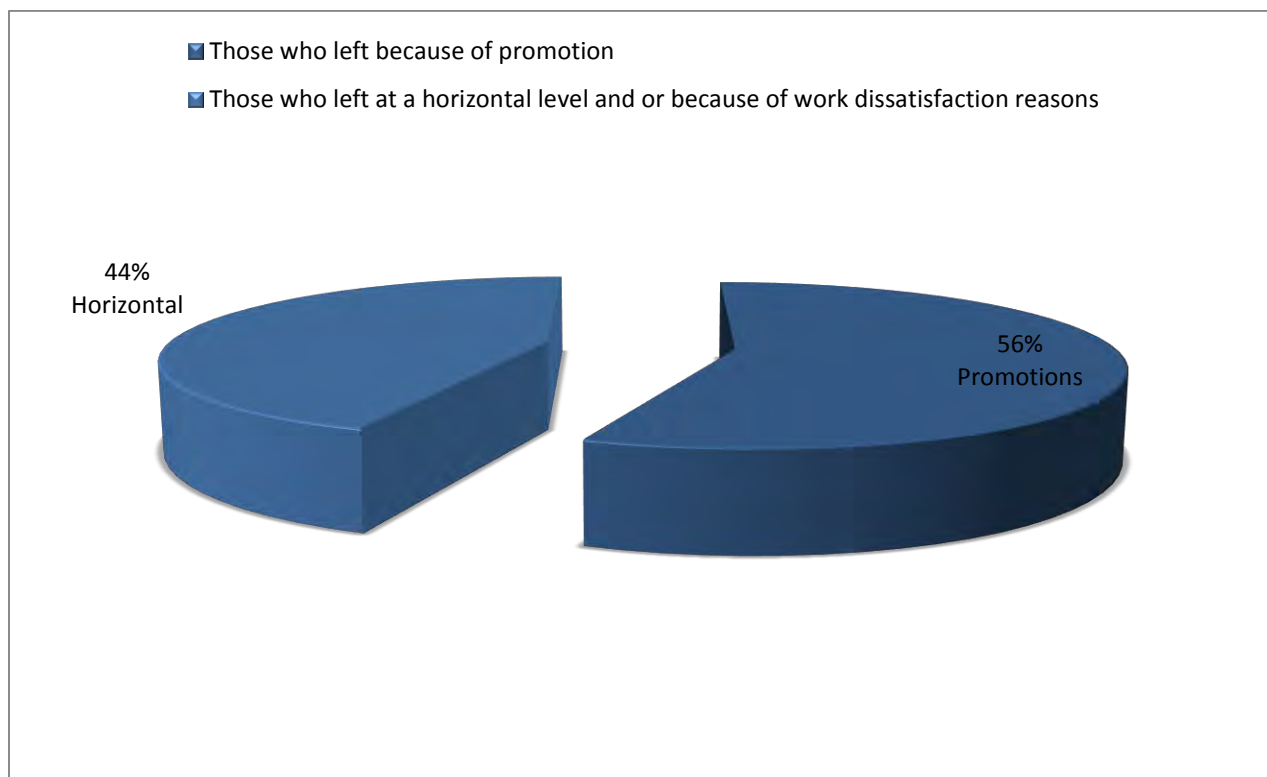
Figure 4.5: Former, Current Position and Main Reason for Leaving KZNDAC

Statement Two: KZNDAC Senior Management Communicated the Vision and Mission Statement of the Department to Employees

In figure 4.6 below respondents were asked to agree or disagree whether KZNDAC senior management communicated the vision and mission statement of the department to employees.

Schermerhorn (2011) says effective communication is an essential foundation for collaboration as people work together in organisations, and the better the communication, the greater the likelihood of successful collaboration. The results presented below unfortunately show that the management of KZNDAC need to work very hard on communicating the vision and mission statement of the department to employees.
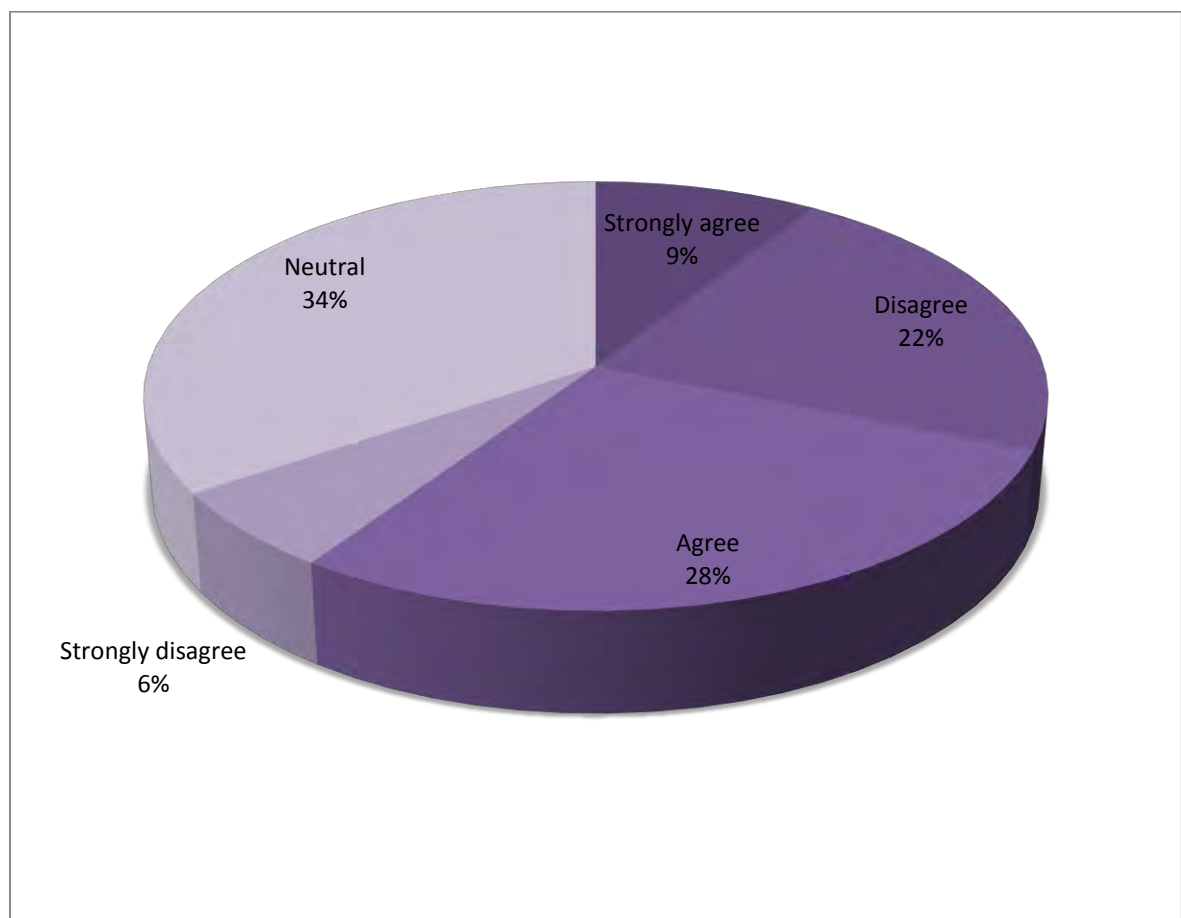
Figure 4.6: KZNDAC Senior Management Communicated the Vision and Mission Statement of the Department to Employees

Statement Three: KZNDAC Senior Management Kept Abreast of New Developments

Figure 4.7 shows another aspect of the study related to how KZNDAC senior management kept abreast of new developments. Maxfield (1998) says managers should be able to construct and interpret the external environment of the organisation and how that environment affects the organisation. Senior managers can only do that if they keep abreast of new developments and would then communicate that to staff members. The fact that 47% of respondents decided to be neutral on the matter shows a degree of uncertainty that only the management can eradicate by being openly seen to be keeping abreast of new developments.
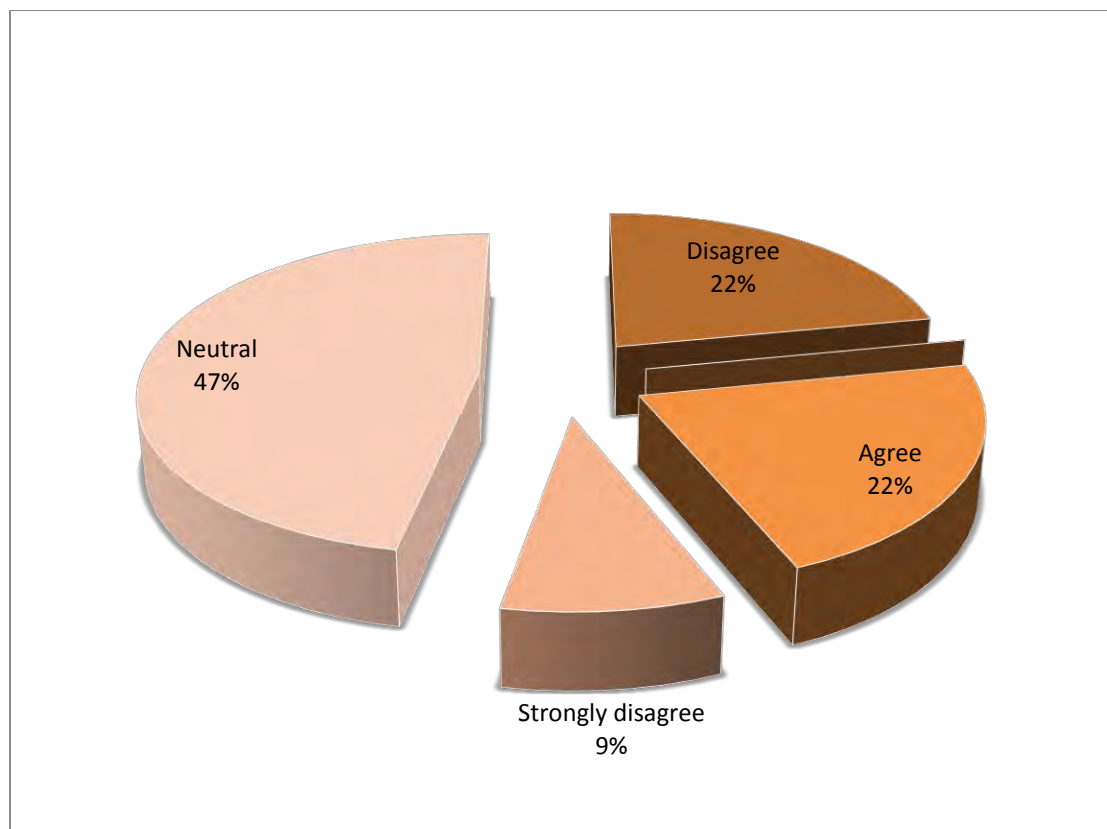
Figure 4.7: KZNDAC Senior Management Kept Abreast of New Developments

4.2.2.2 Objective Two: **If instruments such as on the job training, job satisfaction surveys and exit interviews are conducted and the results thereof used to improve working conditions.**

Statement One: Whilst in the KZNDAC Employ you Participated in the Employee Satisfaction Survey

Figure 4.8 represents the number of respondents who disagreed and agreed that they participated in the employee satisfaction survey. 50% disagreed and 44% agreed, while 6% were neutral.

The results show that there is a lot that needs to be done to correct the situation in this organisation. The importance of employee satisfaction surveys can never be overemphasized as the results thereof are crucial in identifying some possible areas of employee dissatisfaction and then use that to improve working conditions. This importance is supported by Globler et al., (2006) who say some organisations have taken surveys a step further and developed a human resources index that enables an organisation to compare its progress over time with other organisations.
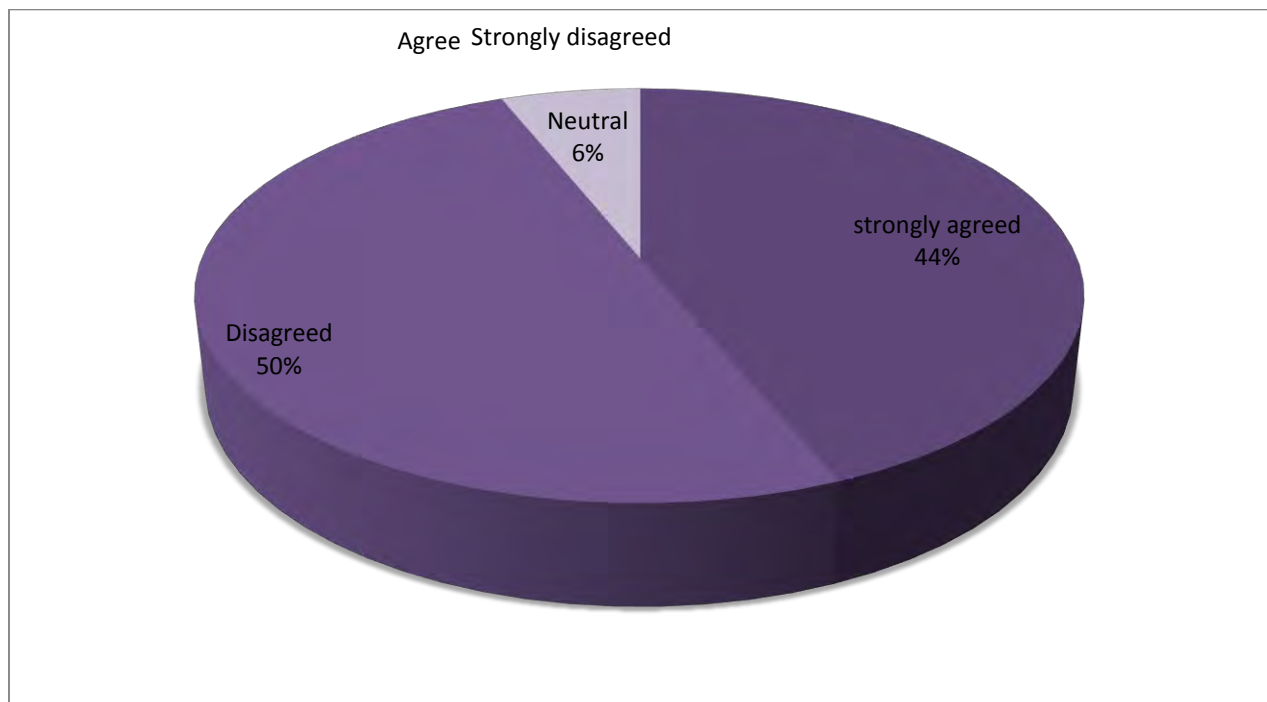
Figure 4.8: Whilst in the KZNDAC Employ you Participated in the Employee Satisfaction Survey

Statement Two: On Leaving KZNDAC you did the Exit Interview

Figure 4.9 depicts that 66 % of the respondents said they did not do exit interviews and 34% said they did. This shows lack of consistency and an attitude of doing this just for the sake of doing it. Grobler et al., (2006) says organisations often conduct exit interviews with employees who have voluntarily decided to leave. These employees can provide valuable information about the work environment that might not otherwise be available.

Exit interviews are particularly valuable in discovering the causes of turnover. According to Daft (2006), the value of the exit interview is to provide an excellent and inexpensive way to learn about pockets of dissatisfaction within the organisation and hence reduce future turnover. The fact that only thirty percent of the respondents did exit interviews means this organisation does not know the reasons why sixty six percent of the respondents left the department and therefore will do nothing to curb the repeat of what could have led to their exit.
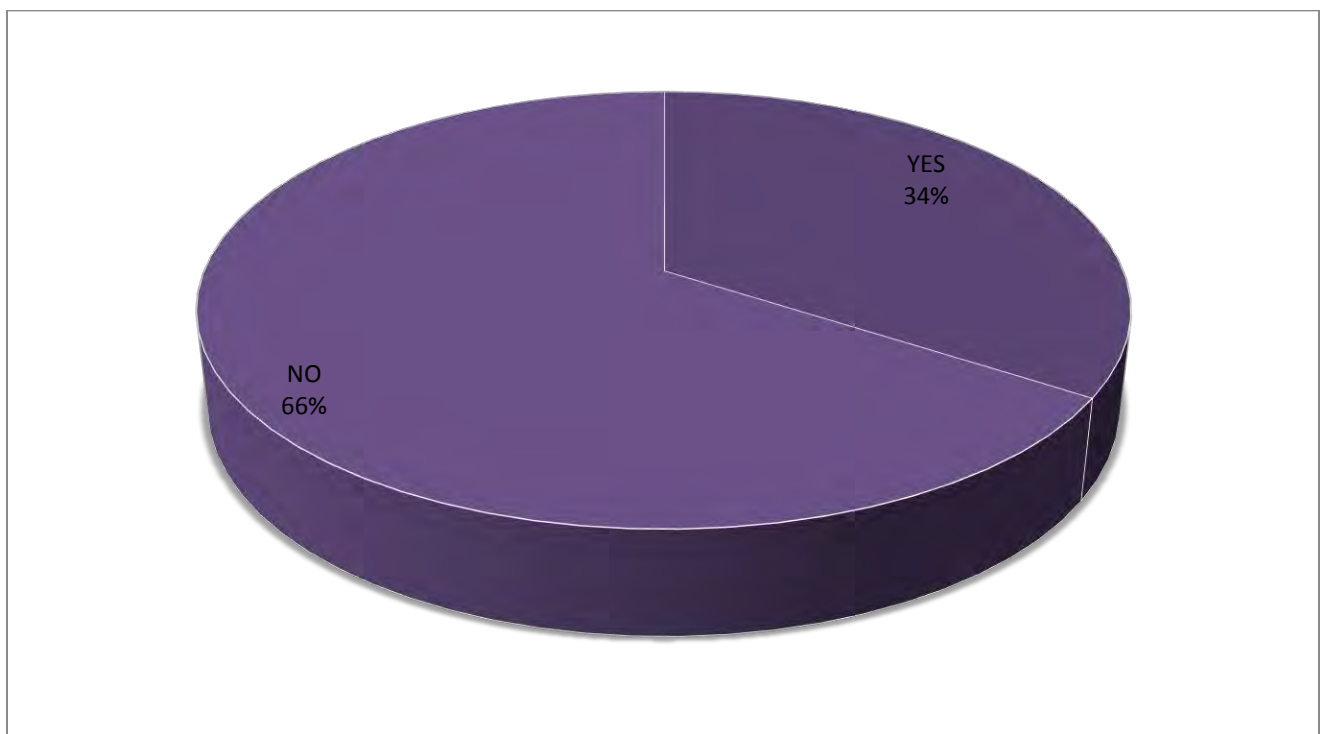
Figure 4.9: On Leaving KZNDAC did you do the Exit Interview?

Statement Three: If YES. When the Interview was Conducted you Got an Impression that it was Purposeful and that the Results Thereof would be Used to Improve the Organisation

Out of the thirty four percent that did exit interviews, among them, fifty four percent fell under the strongly disagree /disagree category and nine percent under a strongly agree/agree category. This is cause for concern as it is not only important for exit interviews to be conducted with departing employees, but they must be conducted in a purposeful manner so that the results thereof could be used to improve the organisation. The aim should be to elicit information that might give the employer a better insight into what is right-or-wrong about the company (Dessler, 2006).

The subject matter usually includes the reason for leaving, perception of the supervisor, salary, benefits, training and opportunities for advancement (Grobler et al., 2006). Good exit interviews should also yield useful information about the employer organisation, to assess and improve all aspects of the working environment, culture, processes and systems, management and development.
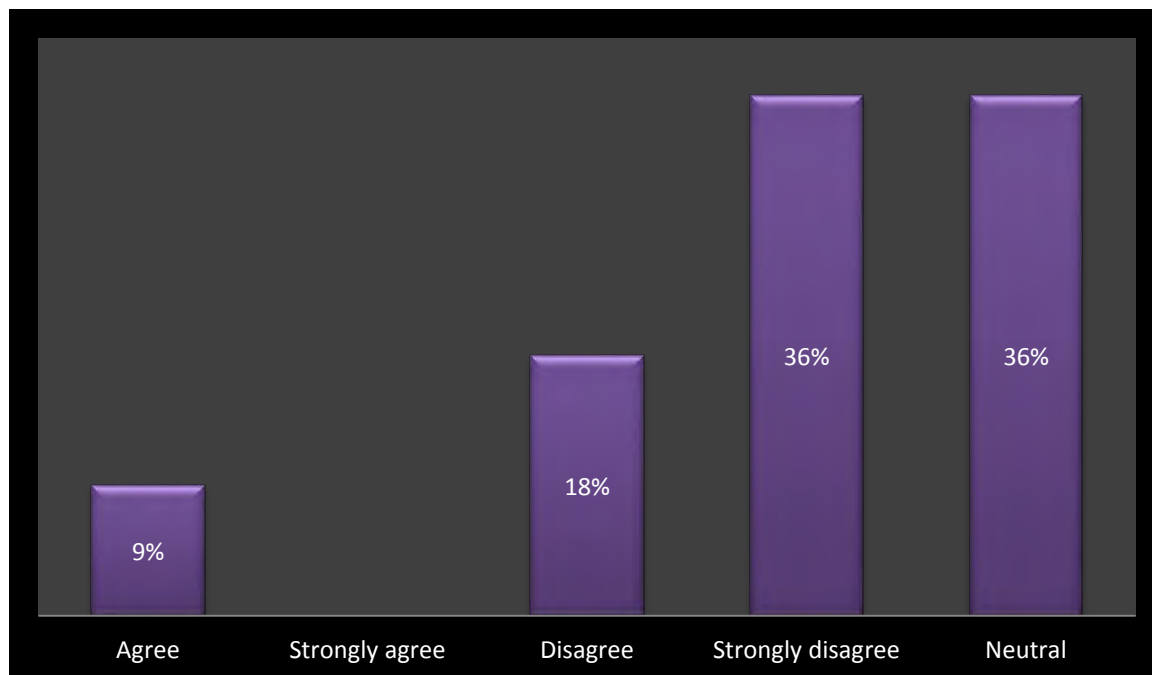
Figure 4.10: If YES. When the Interview was Conducted you Got an Impression that it was Purposeful and that the Results Thereof would be Used to Improve the Organisation

Statement Four: KZNDAC Senior Management Used Findings from Employees' Surveys and Interviews to Improve Employee Morale.

According to Grobler et al., (2006) the importance attributed to the role of morale and job satisfaction in determining productivity, absenteeism and turnover has caused many managers to use job-satisfaction surveys to analyse employee attitudes. This is in support of Schermerhorn (2011) who says it is important for managers to want to know how the employees feel about their work. There unfortunately seems to be lack of consistency when it comes to conducting job satisfaction surveys and exit interviews at KZNDAC as evidenced by the 72% who disagreed that survey findings are used to improve employee morale. If there are no interviews or surveys then it means there won't be findings that could be used to improve the employee morale.
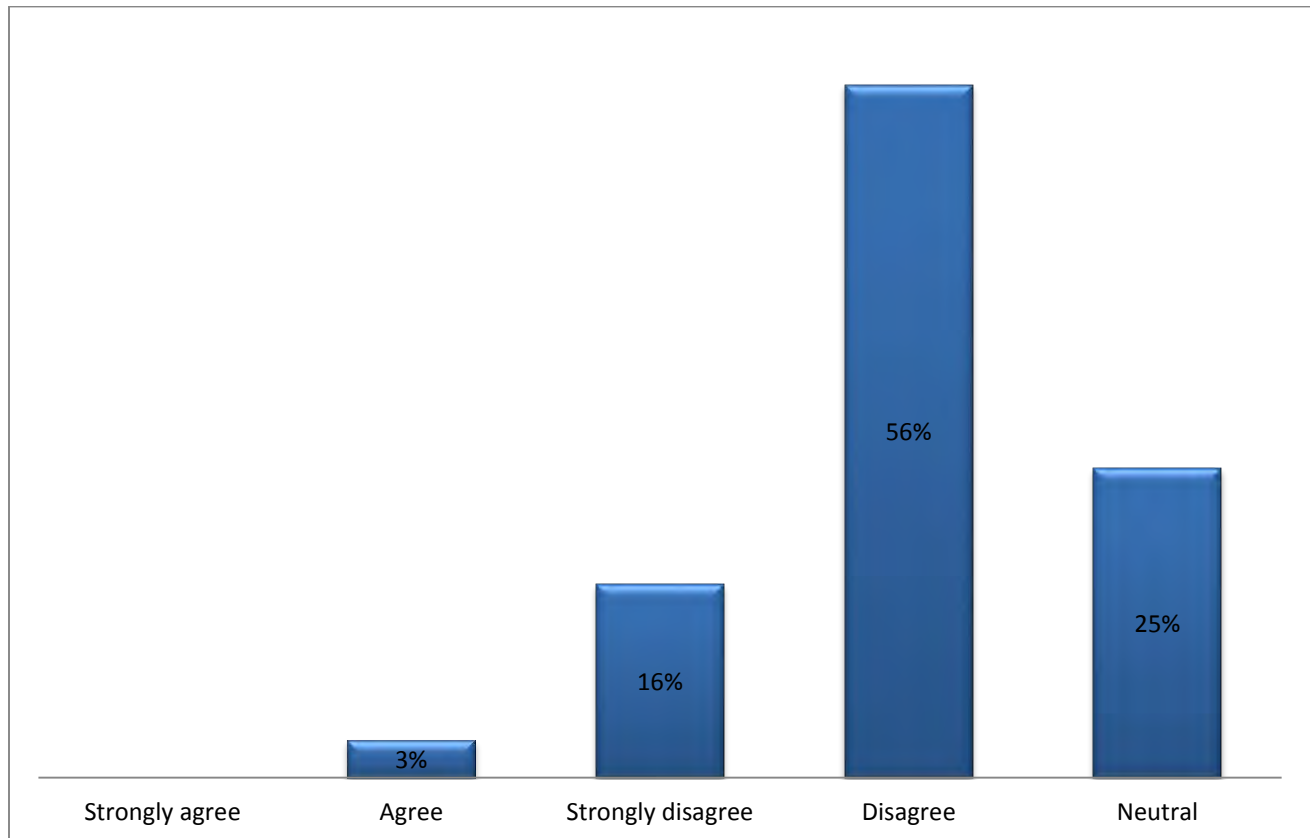
Figure 4.11: KZNDAC Senior Management Used Findings from Employees' Surveys and Interviews to Improve Employee Morale**.**

Statement Five: The Department has a Well-structured On-the-Job Training Programme to Better Capacitate the Employees

In figure 4.12 respondents were asked to agree or disagree whether the Department has a well-structured on the job training programme to better capacitate the employees. 78% of the respondents did not agree with the statement which shows that there is a need to correct the situation in the department.

Hunter (2012) says on-the-job training programmes enable the employees to learn in the real situation and find it easier to apply the skills and knowledge that they have learned as opposed to off-the-job training techniques. The employees can sometimes contribute to the output of the department by producing goods or services while they are learning.

On-the-job training can also lead to job-enrichment which Schermerhorn, Hunt and Osborn (2008) define as the practice of enhancing job content by building into it more motivating factors such as responsibility, achievement, recognition, and personal growth.
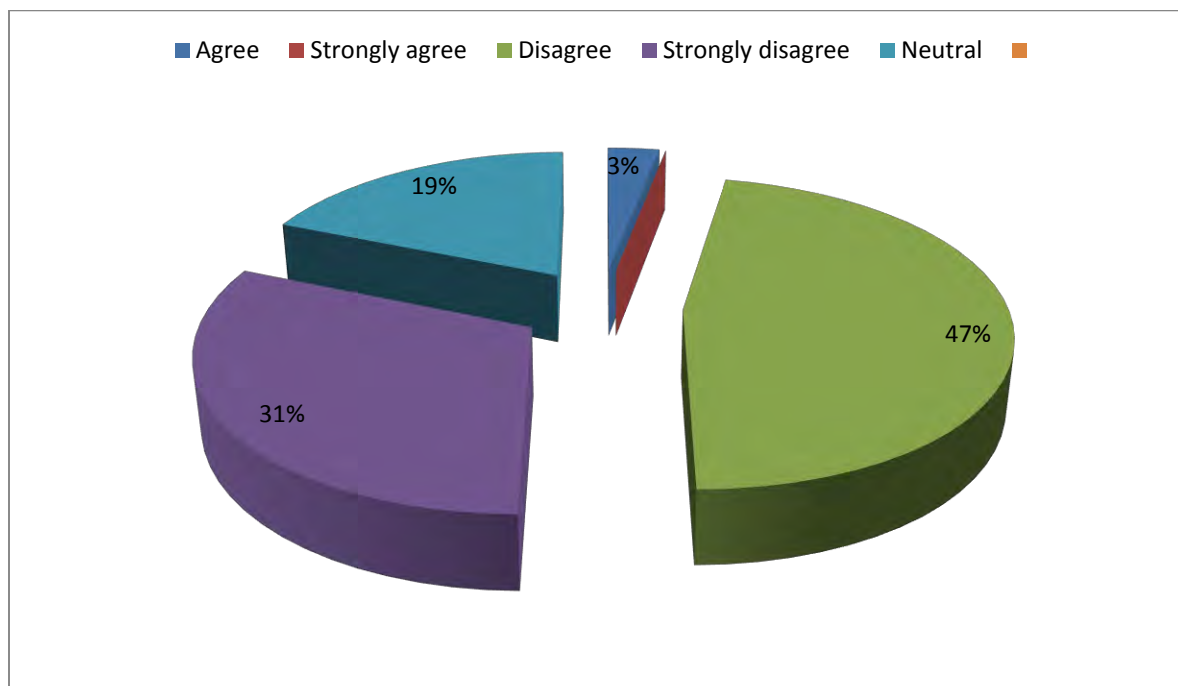
Figure 4.12: The Department has a Well-structured On-the-Job Training Programme to Better Capacitate the Employees

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4.2.2.3 Objective Three: If the organisation's employee retention policy is being properly implemented to retain experienced and productive staff.

Statement One: Whilst in the KZNDAC Employ you were Work-shopped on the Retention Policy

On whether the respondents were work-shopped on the retention policy, seventy two (72%) percent of respondents belonged to the strongly disagree/disagree category and nineteen percent (19%) fell within the strongly agree/agree category. Nine percent (9%) fell under neutral.

Barney and Wright (1979) stated that the firm's people are its most important asset. Thus, employee retention is a must to obtain the organisational expected success. In today's competitive business environment, it is imperative that companies focus on retention, gain commitment from their employees and manage employee turnover (Galunic and Anderson 2000). The fact that 72% of the respondents, as depicted in figure 4.13 below, were never work shopped on the retention policy does not paint a good picture of the department in question with regards to the implementation of a retention policy.
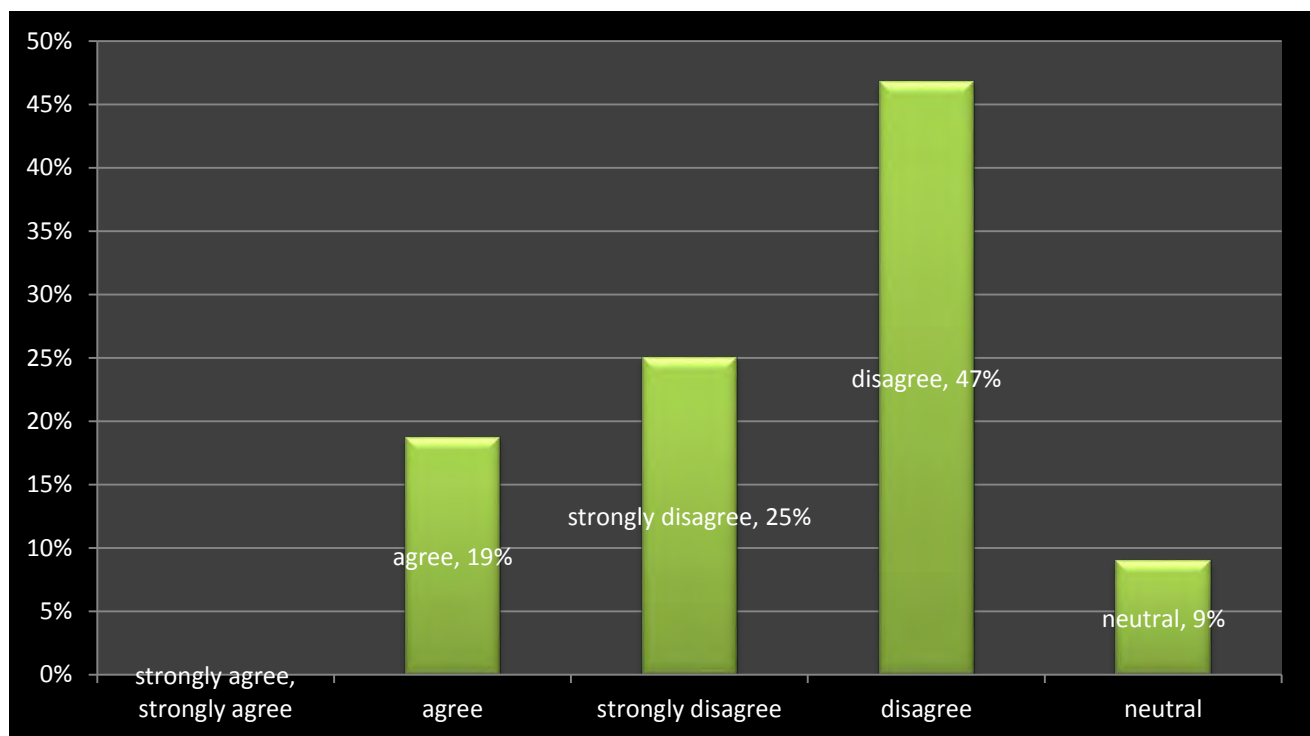
Figure 4.13: Whilst in the KZNDAC Employ you were Work-shopped on the Retention Policy

Statement Two A: Do you Know of any KZNDAC Employee who had been Offered a Job in Another Organisation but was Persuaded to Stay Through the KZNDAC Retention Policy

Figure 4.14 shows that sixty six percent (66%) did not know of any employee who had been retained. This shows that there is room for improvement on the side of the organisation not only to retain experienced workers but to communicate that in management meetings as required. When an employee is leaving, an exit interview should be conducted to identify any problem areas. It is also important to analyse trends and repeat patterns in employee resignations for future references. It is also true that making a 'counter-offer' may sometimes be too little, too late because if one has made the decision to leave once, one will probably make it again. The new improved offer may only convince one to stay in the short term.
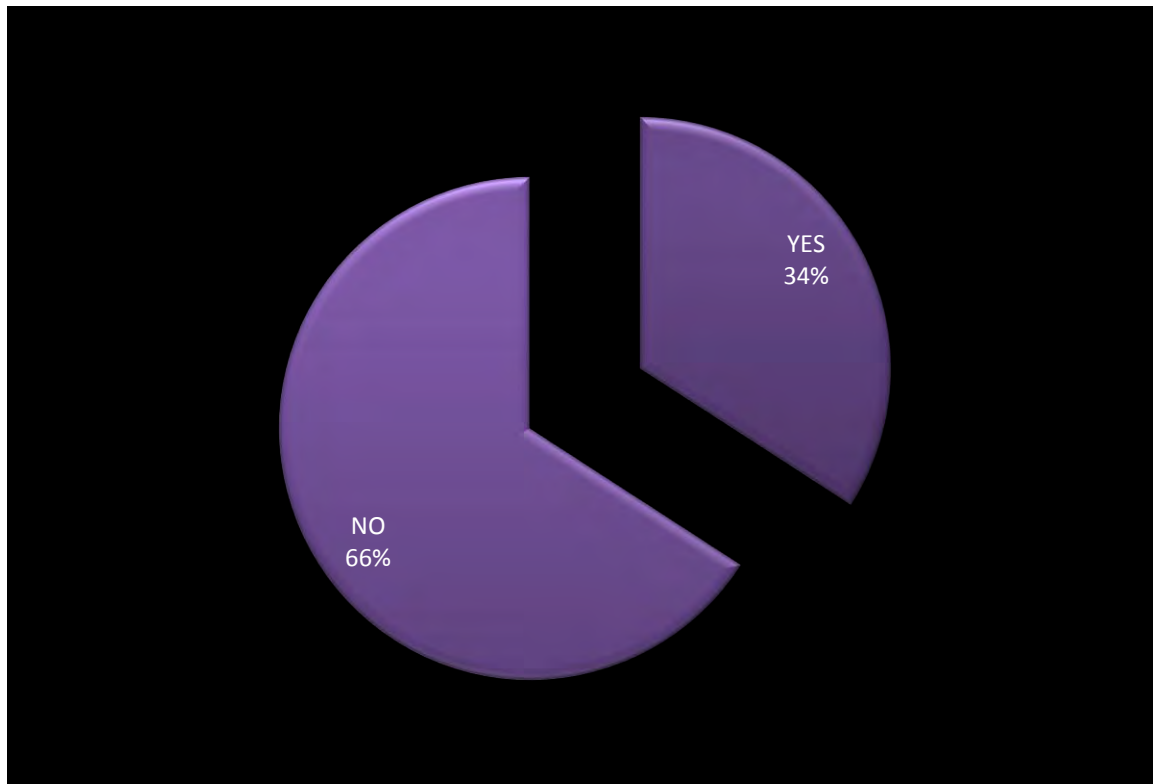
Figure 4.14: Do you Know of any KZNDAC Employee who had been Offered a Job in Another Organisation but was Persuaded to Stay Through the KZNDAC Retention Policy.

Statement two B: If YES please tick the box which represents the number of such employees

Schermerhorn, (2011) says the ability to communicate orally and in writing is a critical managerial skill as they have to use communication to establish and maintain interpersonal relationships, listen to others, deal with conflicts, negotiate and otherwise gain the information needed to create a high-performance workplace.

Table 4.2 shows that out of eleven (11) respondents who responded to the affirmative on Statement Two A above, ninety percent said they know not more than three employees that were retained whilst ten percent said they know between four and six such employees. Whilst these results could mean the retention policy is not used as expected at KZNDAC, another possibility is that the use of the retention policy is not adequately communicated to employees.

Table 4.2 Number of KZNDAC Employee known to have been Offered a Job in Another Organisation but were Persuaded to Stay Through the KZNDAC Retention Policy.

If YES please tick the box which represents the number of such employees	No. of respondents	%
1 – 3	10	90
4 – 6	1	10
7 – 9	-	-
10 – 12	-	-
13 – 15	-	-

Statement Three: You would have Agreed if KZNDAC Offered to Retain you

It is the fact that a lot of talented employees might be easy to spot. They will be ambitious and money-orientated, they want to progress and they want to be acknowledged. These people will always be looking at whether the situation is better elsewhere and that means an employer has an unending responsibility to make the organisation a place worth to stay in for such employees.

Sixty two percent of respondents said they would not have stayed if the organisation had offered to retain them. This might mean employees had personal reasons like wanting to work closer to home. It might also mean they wanted to leave the organisation at all cost because of working conditions. It is therefore an unending responsibility of a senior management team of every organisation to create an atmosphere that would make any worker to think twice whenever an opportunity to leave the organisation avails itself.
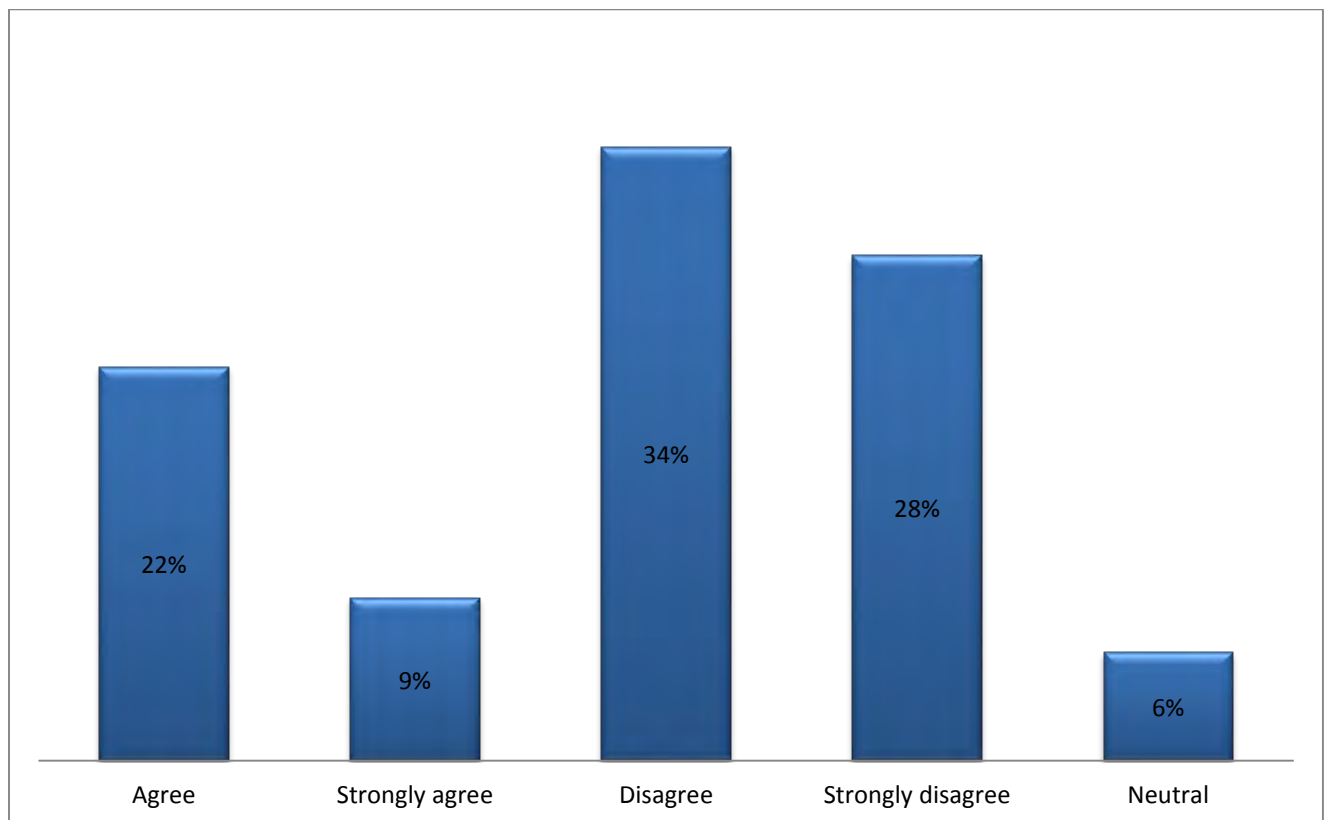
Figure 4.15: You would have Agreed if KZNDAC Offered to Retain You

4.2.2.4 Objective Four: Employee morale levels

Statement One: You would Consider Coming Back to KZNDAC

When respondents were asked if they would consider coming back to KZNDAC only twenty five percent (25%) fell within the strongly agree/agree category.

Guest (1998) says that the organisational trust is a key element of an employee's psychological contract and it leads to greater organisational commitment, a reduced intention to quit organisations, increased organisational citizenship behaviors and higher levels of performances.

At a place where there is a relationship of trust morale is likely to be high among the employees and one would expect even those who leave the organisation because of some personal reasons to consider coming back if an opportunity avails itself. The fact that only twenty five percent of respondents who have left the department said they would consider coming back is a sign that something needs serious fixing in the department.
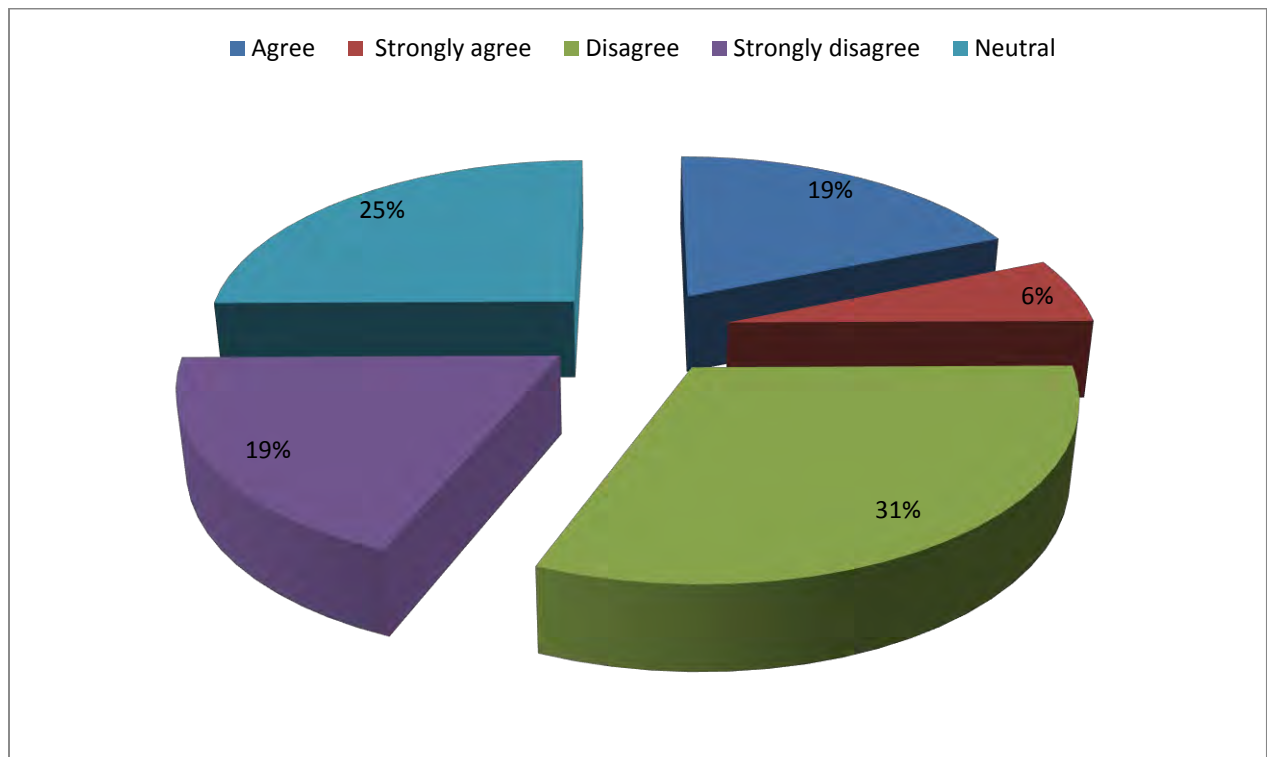
Figure 4.16: You would Consider Coming Back to KZNDAC

Statement Two: KZNDAC Senior Management Used Team Building Sessions to Encourage Team Work Within the Organisation

As shown in figure 4.17 below, when respondents were asked to agree or disagree whether KZNDAC senior management used team building sessions to encourage team work within the organisation sixty five percent (65%) belonged to the strongly disagree/disagree category. Werner J. N. and DeSimone R.L. (2006) define team building as an effort to unify varied individual energies, direct these energies toward valued goals and outputs, and link these efforts to organisational results. The importance of a team based organisation is underscored by Hunter (2012) who says the extent to which an organisation is competitive depends to a large extent on the effectiveness of its teamwork.

One would therefore expect the organisation like the KZN Department of Arts and Culture to use teamwork as one of the tools to improve its competitive edge. It is however evident that not enough attention is given to team work and team building as sixty five percent (65%) of respondents did not agree with the statement that KZNDAC management used team building sessions to encourage teamwork within the organisation.
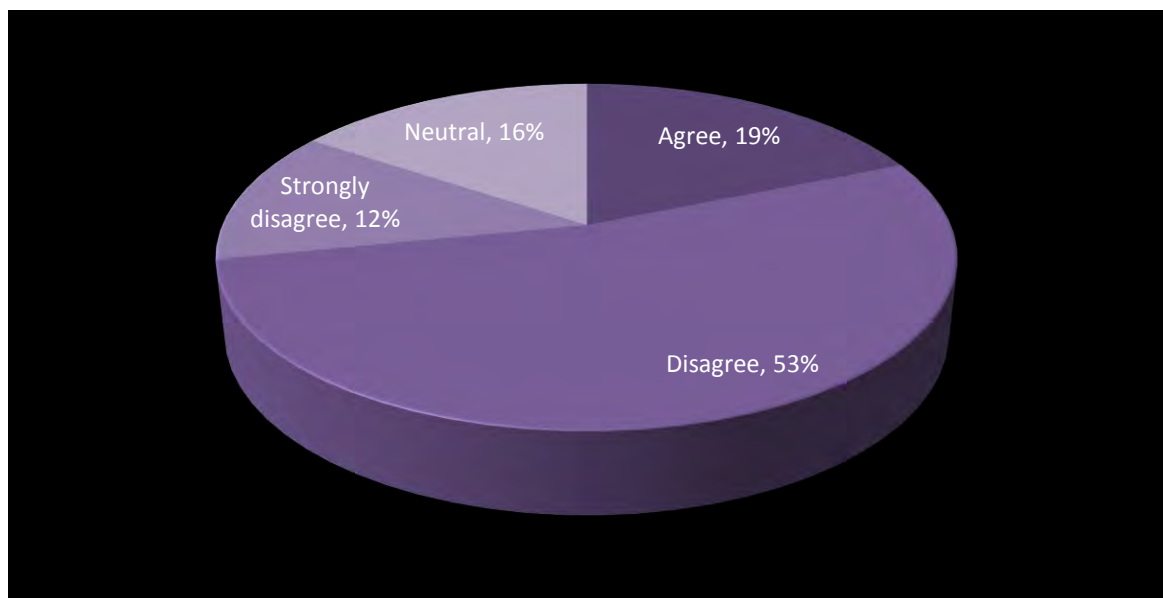
Figure 4.17: KZNDAC Senior Management Used Team Building Sessions to Encourage Team Work Within the Organisation.

Statement Three: KZNDAC Senior Management was Always Available to Give both Empathy and Support to Employees, Regardless of Position, in their Time of Need

Langman-Fox et al., (2007) suggest that managers should always be close to their employees and always try to learn and understand their strengths and weaknesses. They further state that managers should listen attentively and objectively to what employees say and feel.

Figure 4.18 shows the extent to which KZNDAC senior management was available to give both empathy and support to employees, regardless of position, in their time of need. The fact that the respondents who agreed that senior management was always available to give empathy and support constituted 22%, those who disagreed constituted 37% whilst those that were neutral constituted 41% shows yet again that there is a lot that the management of the department need to improve in this regard.
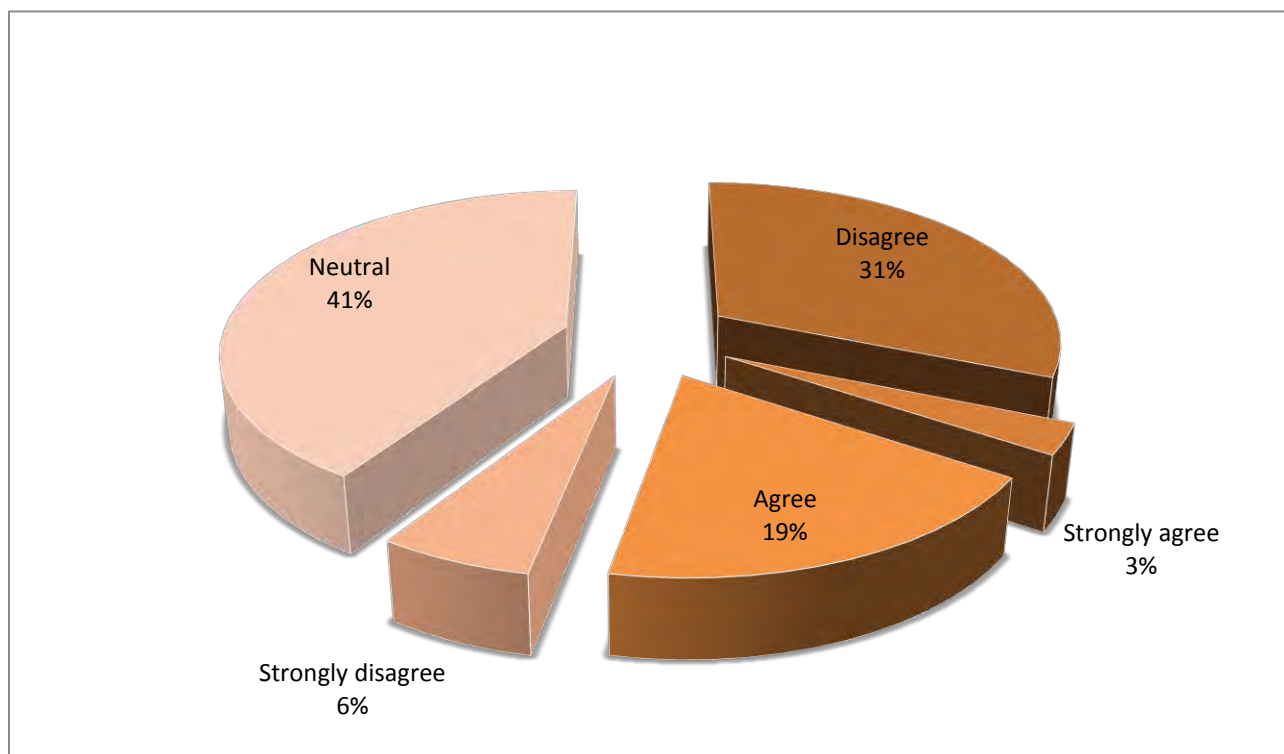
Figure 4.18: KZNDAC Senior Management was Always Available to Give both Empathy and Support to Employees, Regardless of Position, in their Time of Need.

Statement Four: Inputs from Junior Employees were Taken Into Consideration during the Departmental Planning Sessions.

Participative managers know and trust that all employees in the organisation can make an important contribution to making decisions and solving problems in the organisation since they are closer to where the action is. Their participation usually results in a greater degree of commitment on their part to the decisions and increases their job satisfaction and motivation.

It is unfortunate that in the KZN Department of Arts and Culture this is not the case as evidenced by figure 4.19 i.e. 72% of respondents did not agree that inputs from junior official were taken into consideration during the departmental planning session.
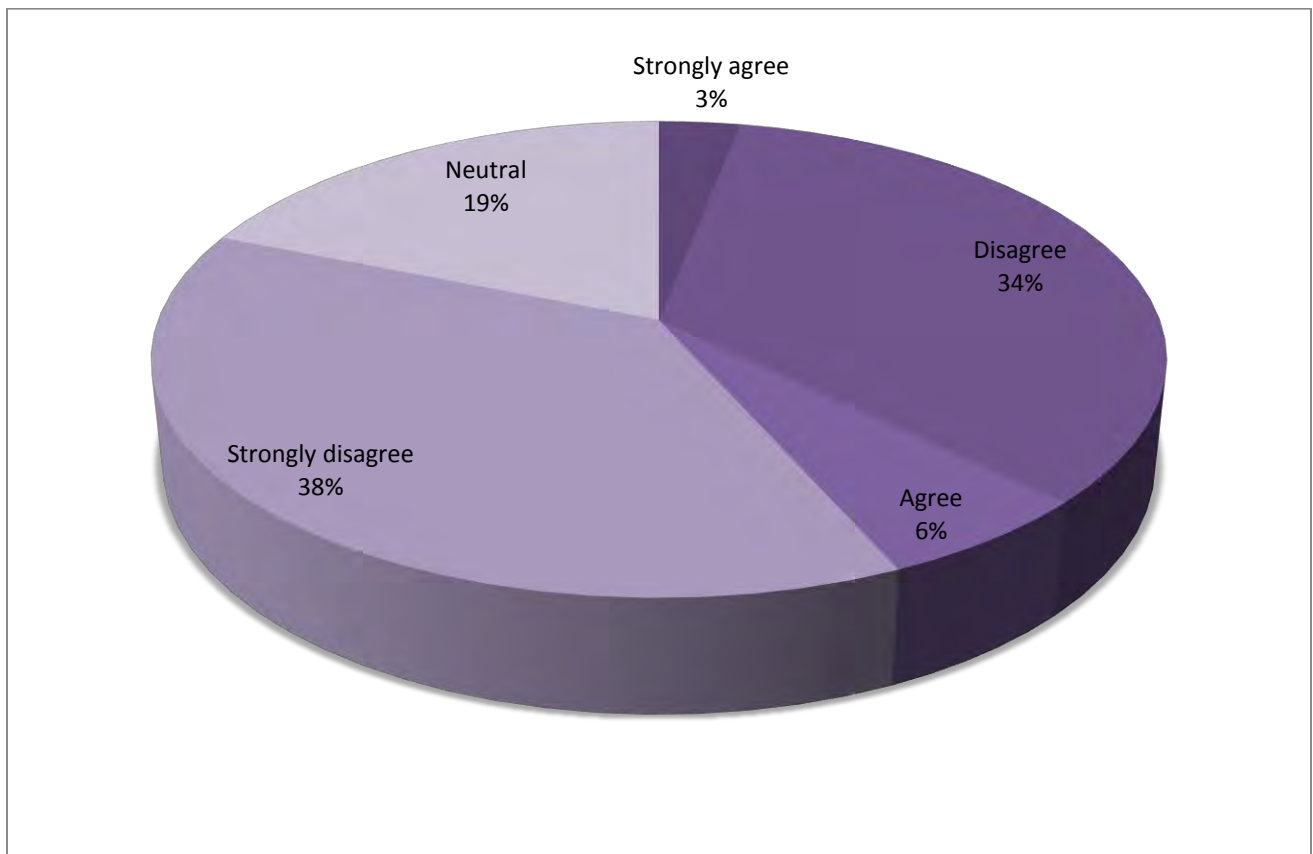
Figure 4.19: Inputs from Junior Employees were Taken Into Consideration during the Departmental Planning Sessions.

4.2.2.5 Objective Five: Whether there are enough opportunities for employee upward mobility, as this would boost employee morale and improve employee performance and attract more productive staff members.

Statement One: KZNDAC Management Adequately Recognised and Rewarded Good Work

Hunter (2012) says most people would like to be recognized for their achievements, to be given an opportunity to grow and develop in an organisation and to be given interesting work. Liyanage and Galhena (2012) quote Gaertner (2000) who says the employees are having high potential to leave if the job requirements are conflicting, unclear or if opportunities for growth, skill development, and promotions are lacking.

The above is in support of Schermerhorn (2011) who says job performance followed by rewards that are valued and perceived as fair will create job satisfaction, and this will likely increase motivation to work harder to achieve high performance in the future. The results indicated in figure 4.20 however show that 57% of respondents did not agree with a statement which says KZNDAC management adequately recognised and rewarded good work. This means the department is at the risk of having demotivated employees and that could negatively affect employee performance.
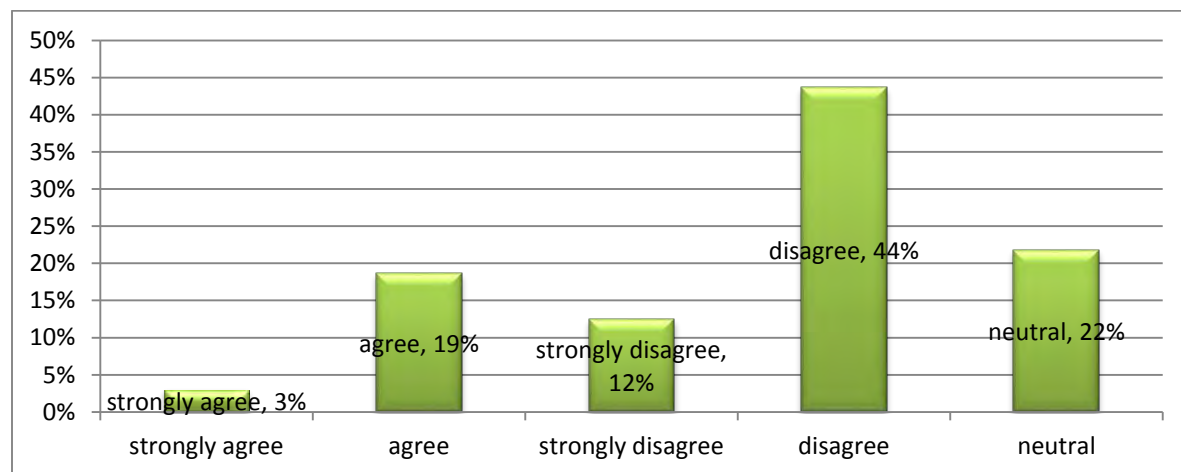
Figure 4.20: KZNDAC Management Adequately Recognised and Rewarded Good Work.

Statement Two: KZNDAC Employees at Every Level of the Organisation were Trusted to Make Decisions, Instead of Leaving All Decision Making in the Hands of the Senior Management

According to Hunter (2012) the objectives of employee participation in decision making are to improve productivity, extend democracy in the workplace, increase job satisfaction, commitment and motivation, enhance human dignity and improve employee relations. This also prevents a situation where nothing would get done whilst junior employees are waiting for the senior management to make decisions even about issues that are not that strategic in nature.

An organisation has a high level of performance and retention if trust is exhibited within the work force. Staff turnover is minimized if senior management is open, sharing and truthful, and place trust and confidence in individuals within the organisation.

Unfortunately the majority of respondents i.e. 78% did not agree that KZNDAC employees at every level of the organisation were trusted to make decisions, only 12% agreed and 9% were neutral. This is yet another indictment to the senior management of the organisation.
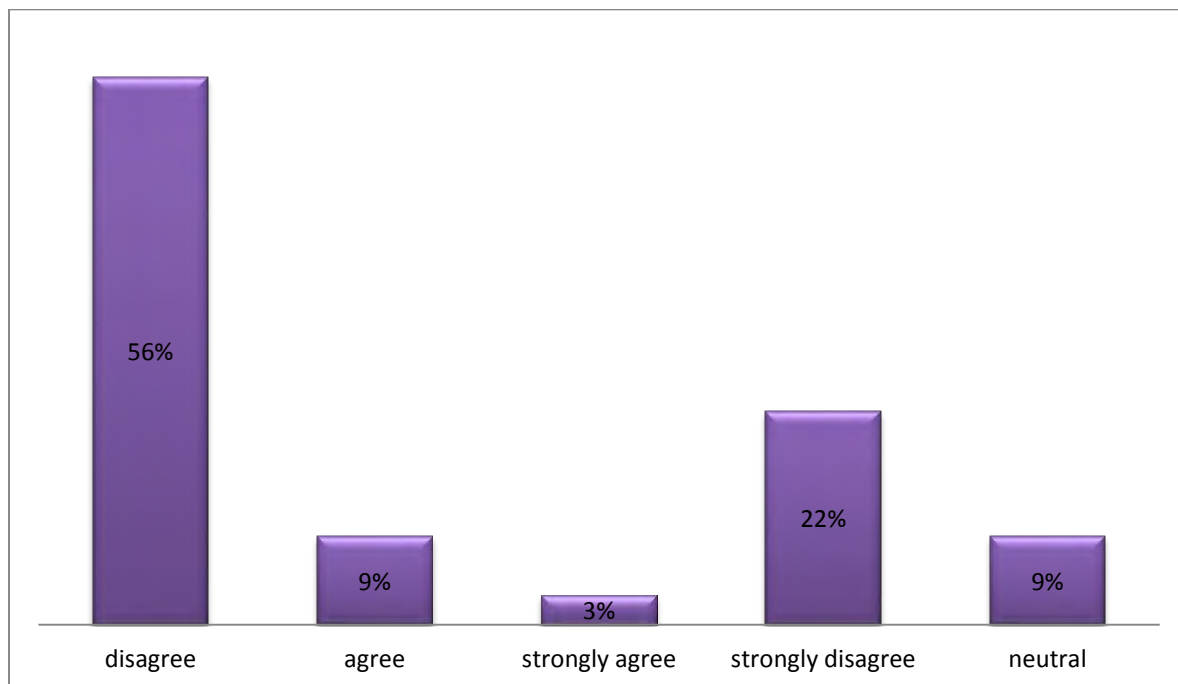
Figure 4.21: KZNDAC Employees at Every Level of the Organisation were Trusted to Make Decisions, Instead of Leaving All Decision Making in the Hands of the Senior Management.

Statement Three: There were Enough Opportunities for both Employee Growth and Upward Mobility within KZNDAC

Schermerhorn, Hunt and Osborn (2008) say work stressors can be caused by, inter alia, excessively high or low task demands, unclear job descriptions, lack of career advancement and bad human relations. As a solution, Schermerhorn (2011) says effective managers successfully help others to achieve both high performance and satisfaction in their work. He goes on to say this dual concern for performance and satisfaction leads to the quality of work life which includes fair pay, safe working conditions, opportunities to learn and use new skills, room to grow and progress in a career, and protection of individual rights and wellness.

The picture presented on figure 4.22 below is unfortunate because eighty two percent (82%) of respondents did not agree that there were enough opportunities for both employee growth and upward mobility within KZNDAC. This somehow confirms the results for 4.2.2.1 Figure 4.5 which presents 56% of respondents as having said they left KZNDAC for promotion.
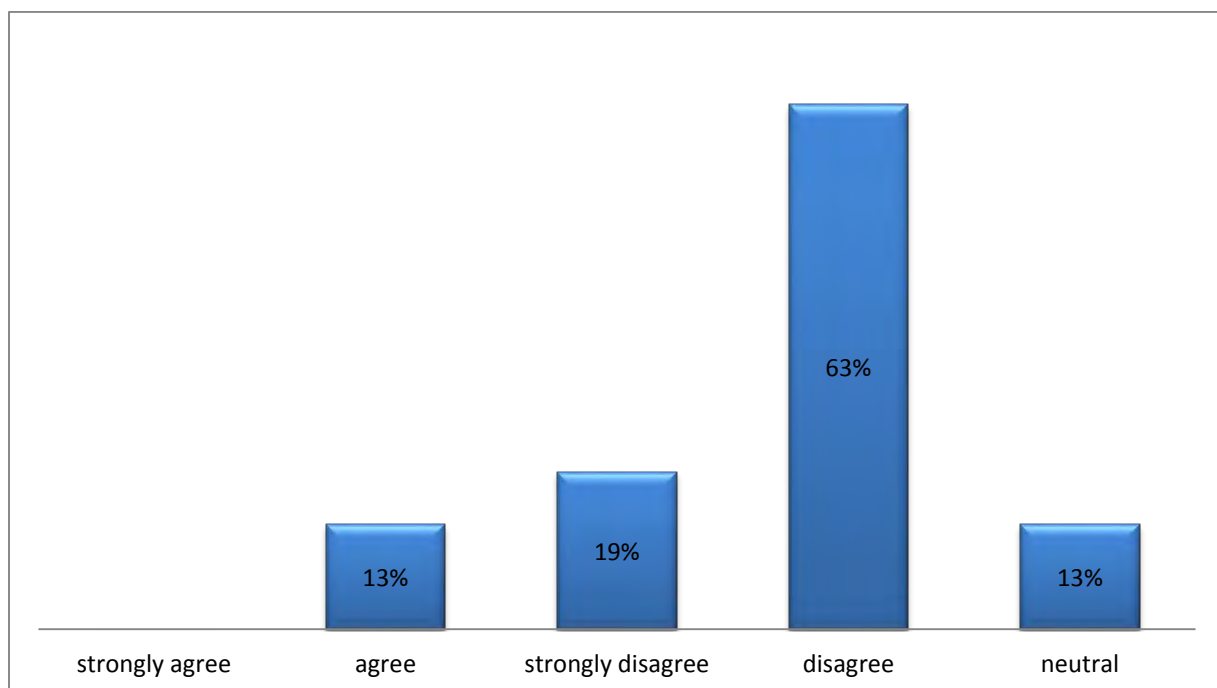
Figure 4.22: There were Enough Opportunities for both Employee Growth and Upward Mobility within KZNDAC.

Statement Four: KZNDAC Recruitment Process was Fair.

Figure 4.23 depicts the level of agreement in terms of fairness of the KZNDAC recruitment process. What is worth noting here is that forty four percent (44%) of respondents decided to be neutral.

Hunter (2012) says it is advisable for organisation management to draw up recruitment policies and procedures to ensure that the people responsible for recruitment understand what they can and can't do in relation to recruitment and how recruitment should be carried out. The policies provide guidelines to streamline the recruitment process and prevent misunderstandings and potential conflict, for example, between HR specialists and line management.

If the employees within the organisation do not regard the recruitment process as fair and just, no matter how management tries to justify it, the process will be void of credibility. This could also lead to low work performance, lack of respect, lack of inspiration and rejection of decisions and actions by management.
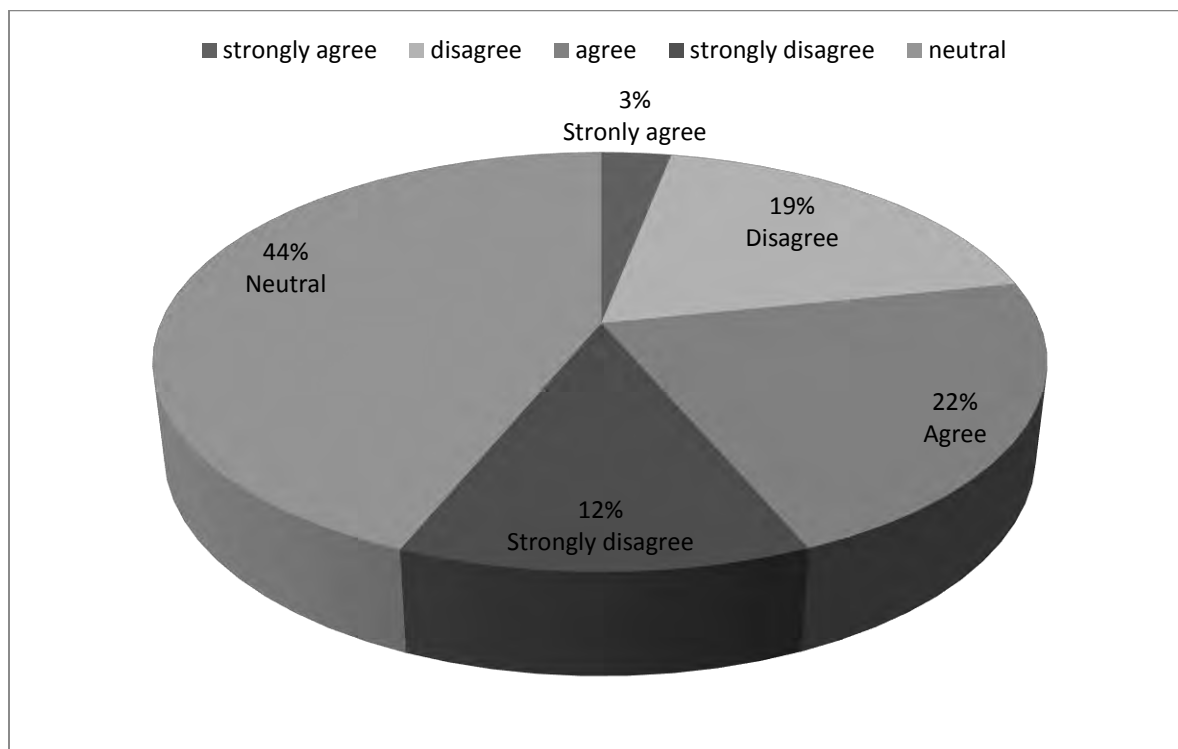
Figure 4.23: KZNDAC Recruitment Process was Fair.

4.3 Interviews

To understand the causes of Staff Turnover at the KZN Department of Arts and Culture and to complement the questionnaire results an interactive field research was necessary, calling for face-to-face interaction between the researcher and the selected employees. This was achieved by means of interviews, which allowed for an in-depth discussion with the employees, thus enabling the researcher to collect data on how the individuals made sense of their worlds (McMillan and Schumacher 2006). This technique, although time-consuming, provided the researcher with the opportunity to obtain qualitative data in a manner that has the benefit of providing an overall question and focus for the interviewer, yet also providing the interviewees with the opportunity to express their views. Additionally, the interview was not restricted to questions that the interviewer initially intended to pose. In other words, if issues arose during the interview process, and were deemed relevant to the research, then they were pursued (Biggam 2008).

In order to establish a framework around the interviews and to focus on specific issues regarding the causes of Staff Turnover at the KZN Department of Arts and Culture, the interviews were semi-structured, with an interview-guide, containing a list of questions that needed to be covered by the interview, being prepared beforehand. The questions were open-ended to encourage meaningful responses from the interviewees. Kombo and Tromp (2006) maintain that semi-structured interviews are advantageous in that they are flexible. The use of open-ended questions enables a researcher to get a complete and detailed understanding of the issues being researched.

In this study the respondents also had the opportunity to express their views, explain their individual perspectives and expand on their answers. The interviews lasted approximately forty five minutes, and were conducted at the participants' workplace. Each interview was taped and transcribed, and eventually the transcribed work was confirmed with the participants through phone calls. It was expected that through the interviewing process, an enriched understanding of causes of Staff Turnover at the KZN Department of Arts and Culture would emerge, one that would assist in enhancing the understanding of staff turnover.

4.3.1 Data-collection Methods

As stated in section 4.3, qualitative strategies were used in this study as they are seen to be "…effective in addressing issues that causes of Staff Turnover at the KZN Department of Arts and Culture because by using the qualitative methods, the researcher was able to collect data and explain phenomena more deeply and exhaustively" (Mugenda and Mugenda 2003).

4.3.2 Section B: Interviews Responses per Objective

What follows is the analysis and discussion of data yielded by the interviews. The raw data were analyzed according to the five research objectives. When analyzing findings per objective it became clear that many of the respondents were not willing to elaborate after choosing their option. For the purposes of this analysis only the respondents who elaborated per question will be quoted to determine the pattern of responses.

OBJECTIVE	STATEMENTS
1.Whether the high staff turnover can be attributed to management	1. KZNDAC is delivering on its mandate 2. As a KZNDAC employee you are satisfied with the senior management of your organisation. 3. KZNDAC senior management communicates the vision and mission statement of the department to employees 4. KZNDAC senior management keep abreast of new developments
2. If instruments such as on the job training, job satisfaction surveys and exit interviews are conducted and the results thereof used to improve working conditions.	1. New KZNDAC employees undergo an induction course 2. As a KZNDAC employee you have participated in the employee satisfaction survey 3. KZNDAC senior management uses findings from employees' surveys and interviews to improve employee morale.

	4. The Department has a well-structured on the job training programme to better capacitate the employees
3. If the organisation's employee retention policy is being properly implemented to retain experienced and productive staff.	1. As a KZNDAC employee you have been work-shopped on the retention policy 2. Do you know of any KZNDAC employee who had been offered a job in another organisation but was persuaded to stay through the KZNDAC retention policy? 3. If YES please tick the box which represents the number of such employees 4. If another organisation offers you a senior position but KZNDAC offers to retain you, you would stay
4. Employee morale levels	1. Under what conditions would you leave KZNDAC? 2. KZNDAC senior management uses team building sessions to encourage team work within the organisation 3. KZNDAC senior management is always available to give both empathy and support to employees, regardless of position, in their time of need. 4. Inputs from junior employees are taken into consideration during the KZNDAC departmental planning sessions.
5. Whether there are enough opportunities for employee upward mobility, as this would boost employee morale, improve employee performance and attract more productive staff members.	1. KZNDAC recruitment process is fair 2. KZNDAC senior management adequately rewards good work 3. KZNDAC employees at every level of the organisation are trusted to make decisions, instead of leaving all decision making in the hands of the senior management

	4. There are enough opportunities for both employee growth and upward mobility within KZNDAC

4.3.2.1 Objective One: Whether the High Staff Turnover can be Attributed to Management

Statement one: KZNDAC is delivering on its mandate.

There was a strong feeling among the respondents that the management is not doing enough to ensure service delivery. Even though the majority said the department is delivering they put emphasis on a need for serious improvement.

Respondent 6A represents a number of respondents who felt there was room for serious service delivery improvement by saying, *"I would say I agree with regards to that though there are some loopholes here and there. Hence I have worked for the department for a number of years I've seen it doing some developmental projects. Developing artists in KZN However there are some other genres left at the periphery and marginalized like photography. I haven't seen DAC promoting photography. I haven't seen DAC promoting fashion design. There are quite a number of genres that DAC has not focused on as yet. Of course there are some that are being promoted like poetry music etc".*

Respondent 6B on the other hand agreed that KZNDAC was delivering on its mandate, but focused only on one project i.e. reed dance ceremony, out of more than twenty implemented by the department, by saying *"I would Agree. For instance in the case of reed dance the department is delivering because it is contributing a lot in reviving or maintaining the culture of the Zulus in this particular programme".*

Unlike respondent 6A who agreed with the statement, respondent 6D disagreed but the interesting part is that they both had similar concern since 6D's response was, *"Thank you Sir I think my answer will be Strongly Disagree. In terms of the outcry of the artists out there. We have not yet as the department been able to meet the demands and expectations of the artists that we serve".*

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Statement two: As a KZNDAC employee you are satisfied with the senior management of your organisation.

Even though the majority of respondents said they were satisfied with senior management the responses of some who agreed leave much to be desired as they gave an impression that they chose the answer that could not land them into trouble. Some respondents said they were satisfied with management because if they said they were not that *"was going to be a long conversation"*. One cannot therefore rule out the possibility of respondents giving positive answers out of fear of victimization.

 Respondent 7A said, *"I agree. Because it is going to be long conversation if I say Neutral",* and respondent 7B said, *"That's the tough one. I would say I Agree and not elaborate".*

Those who disagreed on the other hand were more willing to elaborate like respondent 7A who said, *"I Disagree because senior management seem to have no direction which makes it hard for us to implement, if management on its own does not have clear direction on what exactly should be done based on the mandate of the department",* and respondent 7B whose response was, *"I would say I disagree. My elaboration is that as DAC I don't think we know what our mandate is. That affects management because we don't know where his/ her strategies come from".*

Statement three: KZNDAC senior management communicates the vision and mission statement of the department to employees

What became evident here was that the respondents who say senior management communicates the vision and mission statement of the department to employees are those that belong to the junior and middle management levels.

Respondents 8A and 8B both agree with the statement but they both mention the Strategic plan meeting which unfortunately is attended by a quarter of employees i.e. from Assistant Managers upwards. Respondent 8A said, *"I agree with that because we do have Strat plan sessions. The reason why I don't strongly agree is because that kind of gathering is attended by assistant managers upwards and we are not sure whether those come back and communicate it to the staff".* This was supported by respondent 8B who said, *"We do have Strat plan where it gets communicated I Agree".*

If anything, the responses of those who agreed in some way support what those that disagree said. Respondent 8C Strongly Disagreed by saying, *"We only read it in publications they never communicate it to us formally as junior officials. No it doesn't work like that. It only works in books or in theory in this department. Unfortunately it is like that"*. Respondent 8D said "*I would Disagree if you say all employees. I doubt it, to a certain extent yes but there are levels that it is communicated there are levels that are left out"*.

All business organisations depend on communication as it is glue that binds various elements, coordinates activities, allows people to work together and produce results (Grobler et al., 2006). One would expect this "glue" to play its important role in the KZN Department of Arts and Culture. Because managing involves getting work done through other people, communication competency is essential to effective managerial performance (Hellriegel et al., 2006). The findings illustrated that there is lack of effective communication in this department as many respondents said communication takes place in strategic management sessions which are attended by middle management upwards and nothing is done to make sure that the information is relayed to lower levels.

 Statement four: KZNDAC senior management keeps abreast of new developments

This statement also elicited a mixed reaction. Respondent 9A agreed with a statement, "E*ven though there is still room of improvement"*. According to respondent 9B "*All of our activities in the department the planning is proper but the implementation is so poor. We have good ideas but we are failing to implement them"*. *(Interrupted by someone)* Respondent 9C on the other hand said, "*No, no, no. Before I choose maybe they tell a selected few but if there are changes we have to comply. You know yourself they attend MANCOs and we hear it by the way. I Disagree"*.

4.3.2.2 Objective Two: If Instruments such as On the Job Training, Job Satisfaction Surveys and Exit Interviews are Conducted and the Results thereof Used to Improve Working Conditions.

Statement one: New KZNDAC employees undergo an induction course.

Amos, T., Ristow, A., Ristow, L. and Pearce, N.J. (2008) say the main purpose of induction is to assist the new employee in his or her integration into the organisation, ensure performance and also to retain suitable staff.

Whilst the majority of respondents agreed with a statement that new KZNDAC employees undergo an induction course what was disturbing was to get a response like the one from Respondent 10B who said, "*Sometimes people go to an induction after they have been with the department for two years. And that is no longer induction. It is something done for paperwork I think*". Respondent 10B's concern was elaborated on by Respondent 10C who said, "*On the records the last group that went for induction was my group and that was five years ago. As a person who attended it was eye opening. I suggested on the assessment sheet that it should be done annually to all public servants*". Respondent 10A completes a picture by saying, "*I disagree some go some don't. Like myself I never went there. I used to see people going to induction but I never went there*".

Statement two: As a KZNDAC employee you have participated in the employee satisfaction survey.

Since morale and job satisfaction have been thought to be important determinants of employee productivity, absenteeism and turnover, managers have systematically used job-satisfaction surveys to analyse employee attitudes on important topics (Grobler et al., 2006). The majority of respondents said they never participated in job-satisfaction survey. Some who participated like Respondent 11A said it was long time ago, "*I participated four years ago. Maybe we need to comment on the fact that it should be annually, make it continuous. But it was four years ago. It has to be an ongoing thing. The conditions have changed but on the point of the question I participated four years ago*". Respondent 11B echoes the former by saying, *"I haven't because I am a junior official. Oh it happened one time it was administered by Nelly Mlotshwa but it was a long time ago. And I don't think the questions were fair. I agree because it happened once"*.

To underscore the issue of a period between surveys Respondent 11C said, *"I participated in one survey. Neutral because I don't think it is enough and it was long time ago"*.

Statement three: KZNDAC senior management uses findings from employees' surveys and interviews to improve employee morale.

The majority of the respondents did not agree with a statement that KZNDAC senior management uses findings from employees' surveys and interviews to improve employee morale. This comes as no surprise considering the answers given the fact that in statement two above the respondents were questioning the manner and time intervals in which the surveys were held. Respondent 12A's declaration that *"They just do these but they don't implement what they find there",* was supported by respondent 12B who said, *"I am referring to the inputs we did years ago were never implemented"*. Respondent 12C went the same route when she laughed and said, *"Hey Mr Ngcobo you are kidding. If it were like that I don't think everybody would be this demotivated. I am not a politician. I am sure you can pick my option. I Strongly Disagree"*.

Statement four: The Department has a well-structured on the job training programme to better capacitate the employees.

On-the-job training programmes enable the employees to learn in the real situation and find it easier to apply the skills and knowledge that they have learned as opposed to off-the-job training techniques (Hunter, 2012). It is important to note that on the issue of on-the-job training programmes the number of those who agreed was the same as that of those who decided to be neutral. On top of that some who agreed did not think the programme was well structured as evidenced in Respondent 13A's response when saying *"I would agree on this one but I wouldn't say it is well structured"*.

Respondent 13B agreed because *"the personal development plan that we do at the beginning of each year is somewhat being considered"*. Respondent 13C on the other hand strongly disagreed because, *"Some people come and are given higher level and we are expected to teach them work whereas they earn more than us"*.

4.3.2.3 Objective Three: If the Organisation's Employee Retention Policy is being Properly Implemented to Retain Experienced and Productive Staff.

Statement one: As a KZNDAC employee you have been work-shopped on the retention policy.

In today's competitive business environment, it is imperative that companies focus on retention, gain commitment from their employees and manage employee turnover (Galunic and Anderson 2000). The fact that the majority of respondents said they were never work shopped on the retention policy is cause for grave concern. A good example is Respondent 14A who said, "*No I never have. I Disagree. You know these questions make one emotional*".

Others did not even know that such a policy existed like Respondent 14B who said "*I don't understand. What is the retention policy? I have never been work shopped. I will say I am neutral because others might have been work shopped*". Respondent 14C said, "*What is that? There is a policy? I Strongly Disagree*", and respondent 14D said, *"Do we have one. I haven't even seen one so I Strongly Disagree"*.

Statement two: Do you know of any KZNDAC employee who had been offered a job in another organisation but was persuaded to stay through the KZNDAC retention policy?

On the question on whether they know any DAC employee who had been retained the common denominator in all the responses is that the respondents heard or overheard some people talking about it. Respondent 15A's response was, *"Yes I just heard",* followed by Respondent 15B who said, "*Yes I heard there are such people*". Respondent 15C said, "*Yes I've heard,*" and *R*espondent 15D said, *"Not too sure but I heard so YES then"*.

Such information should not be a passage talk. The statistics relating to the filling of posts should be shared with officials in formal strategic meetings. Apparently this is not a case in this organisation.

Statement three: If YES please tick the box which represents the number of such employees.

The majority of those who knew some KZNDAC employee who had been offered a job in another organisation but were persuaded to stay through the KZNDAC retention policy knew not more than three employees who were retained.

One of the factors that influence an employee's decision to stay is the relationships employees establish with their superiors and colleagues. Studies show that managers and supervisors can have a significant impact on employee turnover (Kgomo and Swarts 2010).

Statement four: If another organisation offers you a senior position but KZNDAC offers to retain you, you would stay.

The fact that the majority of respondents said they would not stay if KZNDAC offers to retain them does not only support the questionnaire results but also show that something needs to be improved in this department. This is evident in a response given by Respondent 16A who said, "*I would definitely go I Strongly Disagree. If I may elaborate as I said in the earlier question it is not easy to move up the ladder in DAC because of your qualification or hard work. There are some external factors if I may say like the issue of deployment of people from somewhere else overlooking people who are already in the department who are well suited for that position, hard workers, you find that they are overlooked. I won't stay I would go to another organisation*". This was supported by respondent 16B who said, "*I would go. I would prefer to move because this department does not care about the employees. The department does not consider the growth of the individuals*".

4.3.2.4 Objective Four: Employee Morale Levels

Statement one: Under what conditions would you leave KZNDAC?

The majority of respondents said they would stay at KZNDAC until they got promoted whilst the minority said they would leave even if it is to the same level.

Statement two: DAC senior management uses team building sessions to encourage team work within the organisation.

The extent to which an organisation is competitive depends to a large extent on the effectiveness of its teamwork (Hunter (2012). It is however unfortunate that the majority of respondents did not agree with a statement that senior management uses team building sessions. This implies that the department does not regard teamwork and team building as one of the priorities as evidenced by respondent 18Awho said, "*In that one I would say I Strongly Disagree because I was a part of it. I tried to organize team building session in the region of which I had to raise funds without*

using the funds for the department because we are always told there is no budget". Respondent 18A's sentiment was supported by respondent 18B who said, "W*ow they always say there is no budget. This happens only in theory. I strongly disagree. In my directorate I've always been told there is no budget even if we put strong motivation. I don't know if they were not taught at school that this is very important"*.

Statement three: KZNDAC senior management is always available to give both empathy and support to employees, regardless of position, in their time of need.

Langman-Fox, Coper and Klimoski (2007) say the fact that the faculty of empathy exist in most human does not mean that they all always practice it. In this department there appears to be no agreed upon modus operandi when it comes to showing support and empathy, it depends on the individual senior manager as evidenced by a Respondent 19A who said, *"We do have our own senior management who does go. But if you go out the region I don't know"*.

Respondent 19B agreed by saying, *"Haah it's a tricky one. I would choose Agree here because sometimes my senior manager shows some empathy"*. There are however some respondents who do not agree with the former, like Respondent 19C who said, *"Neutral it depends on who you are"*.

Statement four: Inputs from junior employees are taken into consideration during the KZNDAC departmental planning sessions.

The majority of respondents did not agree that inputs from junior employees are taken into consideration during the KZNDAC departmental planning sessions.

In disagreeing Respondent 20A said, *"I don't remember a time when junior employees were given a chance to participate in DAC Strategic plans"*. To support the foregoing, Respondent 20B said, *"Oh who are you to even participate on these planning sessions? I Strongly Disagree. But why do you ask such questions because they need one to tell the truth which is risky at times"*. Respondent 20C said, *"The Strategic plan is from assistant managers upwards of which people on the ground are not included who are the only people who need guidelines as far as their work is concerned. The cores of the department are there on the ground. So I Strongly Disagree"*.

4.3.2.5 Objective Five: Whether there are Enough Opportunities for Employee Upward Mobility, as this would Boost Employee Morale and Improve Employee Performance and Attract more Productive Staff Members.

Statement one: KZNDAC recruitment process is fair.

It is advisable for organisation management to draw up recruitment policies and procedures to ensure that the people responsible for recruitment understand what they can and can't do in relation to recruitment and how recruitment should be carried out (Hunter, 2012). Drawing up a recruitment policy and abiding by it are two different things however.

Although no irregularities were experienced at the time of this research most of the respondents felt that recruitment was not fairly conducted. Those who disagreed with the statement that DAC recruitment process was fair outnumbered those who agreed. It is however important to note that a big chunk of respondents were non-committal as evidenced by Respondent 21A who said, "*Jesus hey. Why do you have to ask these questions? Oh gosh yoh. This one!!!. These are too confidential. Where did you get all these questions? Even though I do have the answer but I won't give you the answer. What if they say one day I must elaborate and put myself in court? No, no, no because I am not part of interviewing panels even though we hear rumors but you cannot stand on something you don't have proof of. I will be Neutral*".

The sensitivity of the question is further seen in a response by Respondent 21B who said, "*I am trying to think. Recruitment policy!!. Let me be Neutral on this one. Because there have been a number of cases where posts were not filled in time and some were left hanging without interviews been conducted and we are not even sure of the reason. So let me be Neutral because I have not been informed*". Respondent 21D was however more upfront as he said, "*I would disagree because you will find that the department focuses on people from outside when there are people inside which is unfair. In that case you have to teach the person who is your supervisor*".

Statement two: KZNDAC senior management adequately rewards good work

Job performance followed by rewards that are valued and perceived as fair will create job satisfaction, and this will likely increase motivation to work harder to achieve high performance in the future (Schermerhorn 2011).

Employee Performance Management and Development System (EPMDS) appears as the main reason why the respondents think management adequately rewards good work as Respondent 22A said, *"I would agree cause there is the programme of performance bonuses where the employees get a chance to state what they have achieved over the year and they get rewarded if they have motivated"*. Respondent 22B was however not happy about having to motivate for rewards as he said, *"I agree but you have to convince management even if you have done good. You don't just get rewarded cause you have done something good"*.

On the other side of the scale are Respondent 22C and 22D. Respondent 22C strongly disagreed and said, *"Even if it is time for EPMDS if they are not satisfied with your motivation they decline your performance bonus. There is preferential treatment at play"*. Respondent 22D said, "*Again it goes back to what management wants or what they view as job well done because seemingly some people would get rewarded when they would have done nothing good and whilst some who do good are not rewarded. It depends on who you are in this department"*.

Statement three: KZNDAC employees at every level of the organisation are trusted to make decisions, instead of leaving all decision making in the hands of the senior management.

The objectives of employee participation in decision making are to improve productivity, extend democracy in the workplace, increase job satisfaction, commitment and motivation, enhance human dignity and improve employee relations (Hunter 2012). On the question of decision making, the majority of respondents did not agree with the statement. This again shows that there is a need for introspection on the side of senior management.

Respondent 23A said, *"I strongly disagree even at our level here. If you are a manager of the District but the decisions are not taken here. You have to write a memorandum for someone to approve. Even if it as small amount"*. To support this view, Respondent 23B said, "*Before I give my answer on this one. It is just that the word trusted can mean a lot of things. I think that this*

time you mean that they are able to make correct decisions. They are not given the opportunity. Decision making lies with certain people even in cases where it is not necessary. Like for instance the district manager should take decisions to a certain level but here no everything has to be approved by somebody. So they end up being the same as junior officials. So I strongly disagree. I don't wanna lie".

Respondent 23C strongly disagreed with the statement and said, *"The reason is because the hierarchy has senior managers, district managers, assistant managers, and cultural officers only to find that district managers do not have power to manage the district. The power is with the senior manager, same with assistant mangers they do not have power to manage. For example at the department of health when you are an assistant manager generally you are at junior management level and you get treated as a junior manager, your decision gets considered. In our department the district managers are responsible for table cloths the assistant manager has to drive and count the table cloths".*

Statement four: There are enough opportunities for both employee growth and upward mobility within KZNDAC.

The employees are having high potential to leave if the job requirements are conflicting, unclear or if opportunities for growth, skill development, and promotions are lacking (Liyanage and Galhena 2012). On the question of growth and upward mobility again the majority of respondents who elaborated did not agree that there are enough opportunities at KZNDAC. Respondent 24A was recorded to have said, *"We submit EPMDS annually stating the courses we want to attend but I can tell you right now those five years on I haven't attended a single course I said I would like to attend".* Respondent 24B said, "*When you look at the structure of the department you will find that it is like pyramid. You look at the bottom and there are many employees and as you go up you find that the number of officials become lesser and lesser so that limits upward mobility".*

4.3.3 Summary of Chapter Four

This chapter presented and discussed the results from questionnaires administered on former KZN Department of Arts and Culture employees. The results show that high turnover in this organisation can be attributed to management. This is because instruments such as on-the-job training, job satisfaction surveys, exit interviews and policies like employee retention policy and recruitment policy are not effectively implemented to improve working conditions and boost employee morale. This was corroborated by the results of the interviews.

The next chapter provides conclusions, recommendations and suggestions for further research.

CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

In chapter four the findings of the primary research conducted were presented and interpreted. The primary objective of this chapter is to present conclusions, and recommendations of the study. The chapter also includes limitations of the study and suggestions for further research.

The aim of this study was to investigate the causes of Staff Turnover at the KZN Department of Arts and Culture. Scholars agree that the causes of turnover, rate of turnover and the effects that turnover vary from one organisation to another. If those who leave the organisation are poor performers who will be replaced by industrious individuals, the organisations would benefit from employee turnover (Hausknecht and Trevor 2011). Employee turnover may also be costly and the cost related to it can be classified as separation cost, replacement cost, training cost, and hidden cost (Liyanage and Galhena 2012). As the findings from both the qualitative and qualitative research were similar they are discussed as one.

5.2 Aims and Objectives of the Study

The study investigated the causes of Staff Turnover at the KZN Department of Arts and Culture.

The objectives of the study were as follows:

- To determine whether the high staff turnover can be attributed to management.
- To determine if instruments such as on-the-job-training, job satisfaction surveys and exit interviews are conducted and the results thereof used to improve working conditions.
- To determine if the organisation's employee retention policy is being properly implemented to retain experienced and productive staff.
- To determine employee morale levels.
- To determine if there are enough opportunities for employee upward mobility, as this would boost employee morale, improve employee performance and attract more productive staff members.

5.3 Limitations of the Study

Every effort was made to ensure that subjectivity was not an issue and that the research process followed the basic tenants of scientific, objective research. To overcome potential problems like some respondents becoming intimidated in some ways assurance of confidentiality was made.

Interviews were most of the time time-consuming and some participants did not want to be interviewed after hours. Adding to that was the fact that some participants did not want to be tape recorded for fear that senior management could somehow get hold of the recorded data. The interviewer had to spend a lot of time convincing such interviewees to participate. Transcribing thirty two (32) qualitative interviews was very time-consuming.

The research was conducted in the KZN Department of Arts and Culture which has less than five hundred (500) employees whilst other government departments have thousands of employees. Since factors may vary from one department to another the findings of this research may not be generalisable to other departments.

5.4 Conclusions

As the findings from both quantitative and qualitative research were similar they are discussed as one. What follows are conclusions according to the five objectives of this study.

5.4.1 Objective One: To Determine Whether the High Staff Turnover Can be Attributed to Management

Even though there is no single universal cause for turnover it is important to note that, among others, it is the duty of managers to help employees achieve both high performance and satisfaction in their work. Job satisfaction would include fair pay, safe working conditions, opportunities to learn and use new skills, room to grow and progress in a career, and protection of individual rights and wellness.

The senior management at KZN DAC is not successful in helping employees to achieve both high performance and satisfaction in the work they do. This is because turnover at KZN Department of Arts and Culture arises, inter alia, from the unhappiness at the workplace for individual employees whilst others had to leave for greener pastures due to lack of possible

career advancement. The high staff turnover at KZNDAC can therefore be attributed to management.

Even though interviews and questionnaires responses have some differences these differences are not significant. The results of both instruments show that the majority of respondents show general dissatisfaction about management which should keep abreast of new developments and implement an effective communication strategy. This in turn would enable the department to deliver on its mandate even more.

5.4.2 Objective Two: To Determine if Instruments such as On-the-Job-Training, Job Satisfaction Surveys and Exit Interviews are Conducted and the Results thereof Used to Improve Working Conditions.

Even in organisations with well-drawn up recruitment policies and procedures which ensure that the people responsible for recruitment understand what they can and can't do in relation to recruitment there will always be a need for on-the-job training sessions. Among other things, these sessions serve to reassure the employees that they are not thrown into the deep end but are being capacitated to perform even better.

It is important to conduct exit interviews with departing employees, just before they leave. From the employer's perspective, the primary aim of the exit interview is to learn reasons for the person's departure, on the basis that criticism is a helpful driver for organisational improvement. Exit interviews are also an opportunity for the organisation to enable transfer of knowledge and experience from the departing employee to a successor or replacement, or even to brief a team on current projects, issues and contacts.

The results of this study, however, show that there is a serious lack and/or inconsistency when it comes to conducting induction courses, employee satisfaction surveys and interviews, and on-the-job-training. This then has a ripple effect in a sense that if no employee surveys and interviews are conducted there won't be results or findings that would be used as a basis in an attempt to boost morale and improve working conditions.

5.4.3 Objective Three: **To Determine if the Organisation's Employee Retention Policy is Being Properly Implemented to Retain Experienced and Productive Staff.**

The majority of both former and current employees have little or no idea about the retention policy in this organisation. The conclusion is that the department needs to make employees aware of this policy and implement it judiciously in deserving cases.

It is also worth mentioning that most respondents said they would not have stayed if the organisation had offered to retain them. This might mean employees had personal reasons like wanting to work closer to home. It might also mean they wanted to leave the organisation at all cost because of working conditions.

5.4.4 Objective Four: To Determine Employee Morale Levels

There is lack of consistency when it comes to conducting job satisfaction surveys and exit interviews. If there are no interviews or surveys then it means there won't be findings that could be used to improve the employee morale. One cannot ignore the connection that exist between morale and the decision by an employee to either stay or leave the organisation. It then becomes the responsibility of senior management to ascertain that everything that is seen to be hampering the morale is done away with.

Although the majority of current KZNDAC employees said they would leave only on promotion this did not mean there was high morale in the organisation as the reasons they gave for staying ranged from the fact that had become familiar with colleagues to the fact that they already knew what their current job entailed. This was more of a comfort zone syndrome than anything else.

Although it is true that turnover is not always unwelcome because as some employees leave the organisation promotional opportunities present themselves to those that remain behind, one needs to emphasize the fact that the kind of turnover at KZNDAC results in low morale, underperformance and poor service delivery which impacts badly on the image of the organisation.

5.4.5. Objective Five: **To Determine if there are Enough Opportunities for Employee Upward Mobility, as this would Boost Employee Morale, Improve Employee Performance and Attract More Productive Staff Members.**

It cannot be denied that even the most experienced of employees would like to get a tap on the back from time to time and be recognized for their achievements. Employees would flourish in an organisation where there is interesting or challenging work, opportunities to grow and develop and work security. On the other hand conflicting job requirements, unclear opportunities for growth and promotions would encourage high staff turnover.

The conclusion here is that there aren't enough opportunities for employee upward mobility which is attributed, inter alia, to unfair recruitment process where people who do well within the department are not recognized or rewarded and are overlooked when it comes to promotions. The foregoing, including the centralization of decision making does not boost employee morale nor does it improve employee performance and attract more productive staff members.

5.5 Recommendations

Based on the findings of the study, the following sub-sections give recommendations on measures to be taken to minimize staff turnover in the KZN Department of Arts and Culture.

- It is a fact that some managers in organisations find themselves in a dilemma when it comes to skilling employees. This is because whilst the organisation clearly benefits from the enhanced skill level of employees the very same skills could make that same employee more marketable to competing organisations. But despite all of that possible uncertainty it is important for organisations to have well-structured on-the-job training programs to capacitate employees with job-specific skills.

- Communication has an important role that it plays in one's job satisfaction. Employees need to be made aware of work related policies, developments and changes. Rumors and assumptions based on poor or incomplete information can only do the organisation more harm than good. Organisations which ensure that they have a high-impact communication system have a lower staff turnover because effective communication dispels harmful work related myths, and allows people to work together and produce results.

- Research has shown that in organisations where there are ample opportunities for promotion turnover probabilities are lower whereas in organisations where there are few opportunities for promotion turnover probabilities are high. It is therefore important for KZNDAC management to make sure that recruitment is seen to be fair and the employees who do well within the department are recognized and rewarded instead of being overlooked when it comes to promotions. This will go a long way towards boosting employee morale, improving employee performance and attracting more productive staff members.

- Management should encourage teamwork, give empathy and support to employees and recognize inputs from every employee regardless of the position when strategic issues are discussed. These inputs should be seen to be influencing future decisions with a view to improving employee morale.

- A poor relationship with management can be an important reason for the employees to leave their jobs. It is relatively rare for people to leave jobs in which they are happy even if they are offered higher salaries elsewhere. Since employees generally want to do a good job, it follows that they also want to be appreciated and recognized for their works. Even the most seasoned employee needs to be told what he or she is doing right once in a while. Management at the KZN Department of Arts and Culture should therefore make employees feel appreciated.

5.6 Suggestions for Future Research

It is suggested that further studies be undertaken frequently concerning staff turnover at the KZN Department of Arts and Culture as well as in other public sector departments in the province. The findings of this study emanate from just one entity, namely the Department of Arts and Culture in KZN and a larger study of staff turnover in all state departments in the country is also suggested. These further studies must consider the fact that supervision and, or senior management style could impact on staff turnover as no one enjoys working for a manager who is inconsiderate and authoritarian. Other studies can assess why employees wish to leave an

organisation when they have conflicts with their supervisors or colleagues and do not have empathy or support from management. A better method is to conduct attitude surveys at regular intervals. A retention plan should address areas in which lack of commitment and dissatisfaction can arise. The recommendations if implemented with care and if monitored, could benefit all stakeholders in bringing about a quality and healthy work environment in the KZN Department of Arts and Culture which will reduce turnover.

5.7 Summary of Chapter Five

The purpose of this study was to investigate the causes of Staff Turnover at the KZN Department of Arts and Culture. The study focused on the province of KZN. The research builds on the theoretical framework presented and investigates the variables identified in the literature. The respondents were sixty four people i.e. thirty two former KZNDAC employees and thirty two current KZNDAC employees.

Staff turnover is a burning issue for any organisation and most organisations find it very difficult to control its rate. There are so many factors that affect turnover. Whilst a satisfactory salary structure helps to reduce turnover a person does not stay in an organisation only for salary but he/she may stay for many other reasons such as, rearranging employees, good stream relation, better working environment, preferable job location etc. Productivity of an organisation depends on the skills or expertise of its workforce. Skilled workers are assets for any organisation and hence retaining them is of utmost importance.

5.8 CONCLUDING REMARKS

This research aimed at addressing the real problems that beset the KwaZulu-Natal Department of Arts and Culture was carefully conducted. The body of scholarship which is recent, credible and relevant was carefully reviewed to find out, inter alia what the most widely accepted empirical findings in this field of study are. If implemented skillfully and if closely monitored the recommendations of this study will reduce turnover at the Department of Arts and Culture in KZN.

In addition, if senior management implements sound policies that directly affect employees, inter-alia, recruitment policy, induction policy, communication policy and retention policy; that

will contribute to better staff morale and lower turnover. Job satisfaction surveys and exit interviews must be conducted and the results thereof be seen to be influencing future decisions with a view to improving employee morale and minimizing staff turnover.

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APPENDIX 1

June 10, 2014

To: The Head of Department

KZN Department of Arts and Culture

PERMISSION TO CONDUCT RESEARCH AS PART OF THE MCOM QUALIFICATION

Name: Ngcobo Alpha Welcome Sikhumbuzo   **Student No:** 212557943

Dissertation Topic: Investigating Causes of Staff Turnover at the KZN Department of Arts and Culture

We confirm that the above student is registered at the University of UKZN for the Master of Commerce in Leadership Studies Programme. It is a requirement of their Programme that the student undertakes a practical research project in his final year of study.

Typically this project will be a "practical problem solving" exercise, and necessitates data gathering through questionnaires or personal interviews.

Your assistance in permitting access to your organization for purposes of conducting the research is most appreciated. Please be assured that all information gained from the research will be treated with the utmost confidentiality. Furthermore, should you wish any result/s or findings from the research "to be restricted" for an agreed period of time, this can be arranged. The confidentiality of information and anonymity of personnel will be strictly adhered to by the student.

If permission is granted, kindly confirm this by signing off on the following:

"I am aware of the nature and extent of the document and I am satisfied with all the obligations imposed therein."

Please note that additional information or conditions can be supplied by you.

Name   in   Full:

_____

Designation:

_____

Company   Name   &   Stamp:

_____

Thank you for your assistance in this regard.

Yours sincerely

Mr Alec Bozas

_____

 Type title, initials and surname (Supervisor)

APPENDIX 2

Informed Consent Letter 3C

UNIVERSITY OF KWAZULU-NATAL

GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP

MCLS Research Project

Researcher: Alpha W.S. Ngcobo (0833078795)

Supervisor: Alec Bozas(0823344477)

University of KwaZulu-Natal

Research Office: Ethics

Govan Mbeki Building

Telephone: 031 260 4557

Tel. Fax: 031 260 4609

 e-mail:mohunp@ukzn.ac.za,

Dear Respondent,

I, Alpha W.S. Ngcobo am a Master of Commerce in Leadership Studies student, at the Graduate School of Business and Leadership, of the University of KwaZulu-Natal. You are invited to participate in a research project entitled Investigating Causes of Staff Turnover at the KZN Department of Arts and Culture. The aim of this study is to determine if the high staff turnover can be attributed to management.

Through your participation I hope to understand if the complexity theory related management techniques and tools are implemented in the department. The results of the interview are intended to contribute to the development of complexity theory driven management strategies that will boost the staff morale, improve performance and curb many exits.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from

participating in this interview. Confidentiality and anonymity of records identifying you as a participant will be maintained by the Graduate School of Business and Leadership, UKZN.

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

The interview should take about 45 minutes to an hour. I hope you will take the time to participate in the interview.

Sincerely

Investigator's signature_____ Date_____

This page is to be retained by the participant

UNIVERSITY OF KWAZULU-NATAL

GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP

MCLS Research Project

Researcher: Alpha W.S. Ngcobo (0833078795)

Supervisor: Alec Bozas (0823344477)

University of KwaZulu-Natal

Research Office: Ethics

Govan Mbeki Building

Telephone: 031 260 4557

Tel. Fax: 031 260 4609

e-mail:mohunp@ukzn.ac.za,

CONSENT

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

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

SIGNATURE OF PARTICIPANT   DATE

……………………………………………………………………………………

This page is to be retained by the researcher

APPENDIX 3

INFORMED CONSENT FORM

This questionnaire/interview forms part of the essential data required by A.W.S. Ngcobo (in conjunction with the University of KwaZulu-Natal) as they conduct a study on staff turnover at the KZN Department of Arts and Culture.

The research is needed for A.W.S. Ngcobo to complete his MCOM in Leadership Studies.

Before you partake in the questionnaire or interview please note the following:

1. Your participation is voluntary.
2. The information you provide is totally anonymous and will be used with the strictest confidentiality.
3. You are not compelled to use your real name on the questionnaire and interview forms.
4. You are free to withdraw from this research at any time without any negative or undesirable consequences to yourself.
5. There are no benefits that you will be entitled to due to your participation in this research.

_____   _____

Name of respondent   Signature of respondent

_____   _____

Name of researcher   Signature of researcher

Alpha W.S. Ngcobo

P.O. Box 21500

MAYORS WALK

3208

ST. NO: 212557943

CELL NO : 083 3078 795

APPENDIX 4

INTERVIEW FOR KZNDAC EMPLOYEES

1. Gender

MALE	FEMALE

2. Age category

21 - 26	27 - 36	37 - 46	47 - 56	57 - 65

3. Please tick your highest level of education

Grade 12	Diploma	Undergraduate degree	Postgraduate degree

4. How long have you worked for KZNDAC?

1 – 3 years	4 – 6 years	6 – 9 years

5. What is your current position at KZNDAC?

_____

6. KZNDAC is able to deliver on its mandate

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

6.1   Elaborate   _____

_____

_____

7. As a KZNDAC employee you are satisfied with the senior management of your organisation

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

7.1   Elaborate   _____

_____

_____

8. Under what conditions would you leave KZNDAC?

_____

_____

_____

9. If another organisation offers you a senior position but KZNDAC offers to retain you, you would stay.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

9.1   Elaborate_____

_____

_____

10. KZNDAC senior management communicates the vision and mission statement of the department to all employees.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

11. KZNDAC senior management adequately rewards good work.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

12. KZNDAC employees at every level of the organisation are trusted to make decisions, instead of leaving all decision making in the hands of the senior management.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

13. As a KZNDAC employee you have participated in the employee satisfaction survey.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

14. KZNDAC senior management keep abreast of new developments

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

15. All new KZNDAC employees undergo an induction course

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

16. As a KZNDAC employee you have been work-shopped on the retention policy.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

17.Do you know of any KZNDAC employee who had been offered a job in another organisation but was persuaded to stay through the DAC retention policy?

YES	NO

17.1 If YES please tick the box which represents the number of such employees

1 - 3	4 - 6	7 - 9	10 - 12	13 - 15

18. KZNDAC senior management uses team building sessions to encourage team work within the organisation

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

19. KZNDAC senior management uses the findings from employees' surveys and interviews to improve employee morale

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

20. KZNDAC senior management is always available to give both empathy and support to employees, regardless of the position, in their time of need.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

21. There are enough opportunities for both employee growth and upward mobility within KZNDAC

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

21.1   Elaborate   _____

_____

_____

_____

22. KZNDAC recruitment process is fair.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

22.1   Elaborate   _____

_____

_____

_____

23. KZNDAC has a well-structured on-the-job training programme to better capacitate the employees

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

24. Inputs from junior employees are taken into consideration during the KZNDAC departmental planning sessions.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

APPENDIX 5

Questionnaire for Former KZN Department of Arts and Culture (KZNDAC) Employees

1. Gender

MALE	FEMALE

2. Age category

21 - 26	27 - 36	37 - 46	47 - 56	57 - 65

3. Please tick your highest level of education

Grade 12	Diploma	Undergraduate degree	Postgraduate degree

4. KZNDAC dates of employment

4.1 Start:

4.2 End:

5. What was your position when you left KZN Arts and Culture?

_____

6. What is your position in your current organisation?

_____

7. What was your main reason for leaving KZNDAC?

_____

_____

_____

8. You would consider coming back to DAC.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

9. KZNDAC management adequately recognised and rewarded good work.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

10. KZNDAC senior management communicated the vision and mission statement of the department to all employees

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

11.KZNDAC employees at every level of the organisation were trusted to make decisions, instead of leaving all decision making in the hands of the senior management.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

12. Whilst in the KZNDAC employ you participated in the employee satisfaction survey?

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

13. KZNDAC senior management kept abreast of new developments.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

14. Whilst in the KZNDAC employ you were work-shopped on the retention policy.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

15. Do you know of any KZNDAC employee who had been offered a job in another organisation but was persuaded to stay through the DAC retention policy?

YES	NO

15.1 If YES please tick the box which represents the number of such employees.

1 - 3	4 – 6	7 - 9	10 - 12	13 - 15

16. You would have agreed if KZNDAC had offered to retain you.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

17. On leaving KZNDAC did you do the exit interview?

YES	NO

17.1 If YES. When the interview was conducted you got an impression that it was both purposeful and that the result thereof would be used to improve the organisation.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

18. KZNDAC senior management used team building sessions to encourage team work within the organisation.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

19. KZNDAC senior management used the findings from employees' surveys and interviews to improve employee morale.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

20. KZNDAC senior management was always available to give both empathy and support to employees, regardless of position, in their time of need.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

21. There were enough opportunities for both employee growth and upward mobility within KZNDAC.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

21.1   Elaborate   _____

_____

_____

_____

22. KZNDAC recruitment process was fair.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

22.1   Elaborate   _____

_____

_____

_____

23. The department had the well-structured on the job training programme to better capacitate the employees.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

24. Inputs from junior employees were taken into consideration during the departmental planning sessions.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree