

UNIVERSITY OF KWAZULU-NATAL

**INVESTIGATING FACTORS THAT IMPACT EMPLOYEE RETENTION AT
KUNENE HEALTH CARE**

By

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DECLARATION

I, Simangele Collin Mkhize, declare that:

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DEDICATION

This project is dedicated to the late Bongani Mncube – my brother, my classmate, and my fellow black child. If you can see this at all, I want you to know that I appreciate all the assistance and support you gave me during the coursework of this Master of Business Administration (MBA). I know we would have been graduating together if it was not for your death that took you away at the peak of your career. May your soul rest in eternal peace, soldier.

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ABSTRACT

The efficiency and success of an organisation depends mainly on its capacity to retain its employees. High staff turnover may result in an organisation not being able to meet its objectives and cause it to lose business and customers – and this can spoil its good reputation. Previous studies emphasised the importance of regarding human resource management as the most important asset in any serious organisation determined to realise self-determined goals and objectives. The purpose of this study was to determine the factors that influence employee retention at Kunene Health Care, in order to provide recommendations aimed at curbing or significantly reducing employee turnover and enhancing staff retention. A qualitative research approach was employed, and semi-structured interviews were conducted with 15 individuals in the company. The study used a purposive sampling technique – collecting primary data while also utilising secondary data. The study found that inconsistent remuneration packages discouraged employee retention at Kunene Health Care. Employment security, workplace organisation, and the working environment were the most important factors that employees considered when deciding whether to stay or leave the company. Poor working conditions, a lack of skill recognition, failure of management to provide opportunities for career progression, unchallenging job content, un-natured superior-subordinates relationships, and a hostile social atmosphere all discouraged employee retention at Kunene Health Care. The study recommended that Kunene Health Care use techniques that increase communication, performance and career planning, in order improve retention – while also mitigating the cost of new employees.

ABBREVIATIONS AND ACRONYMS

- BBEE – Broad Based Black Economic Equity
- BCEA – Basic Conditions of Employment Act
- HR – Human Resource
- HRM – Human Resource Management
- KHC - Kunene Health Care
- SA – South Africa
- SME – Small Medium Enterprise

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

Employee retention is a process in which employees are encouraged to remain with an organisation for the maximum period of time and is further defined as the ability to retain and hold onto those employees you intend to keep for longer (Minshew, 2015). Bragg (2014) additionally states that it is about keeping the workers who keep your business running, while Shaheeb (2017) suggests that, to maintain a competitive edge, employers should develop and retain human capital.

Organisations invest time and money in grooming and moulding employees, instilling their company culture, and ensuring that they fit with the existing employees. The company is therefore at a loss when an employee leaves the company after being fully trained. One of the main reasons behind decreased employee retention is a lack of job-satisfaction (Heathfield, 2016). It is therefore essential that managers in organisations invest in alleviating employee dissatisfaction. The issue of employee retention has proven to be the most critical challenge that Human Resource (HR) managers have to deal with.

Research has shown that durability and the permanence of organisations depends on creativity, flexibility, and innovation. In the near future, successful organisations will need to adapt their organisational behaviour to the realities of the current work environment, where longevity and success depends on human capital (Trotter, 2014). In fact, the dynamics of the work environment will have to reflect a diverse population comprised of individuals whose motivations, beliefs, and value structures differ vastly from the past, and from one another. This phenomenon is especially true considering current economic uncertainty and following corporate downsizings – when the impact of losing critical employees increases exponentially. It is therefore imperative to retain valuable human resources for the effective and efficient performance of an organisation, regardless of whether the organisation is public or private (Jovanovic, 2013). This chapter comprises the background of the study, statement of the problem,

study objectives, research questions, significance of the study, scope of the study, and the limitations of the study.

1.2 Background of the Study

Employee retention is a challenge for many organisations, it is therefore important to understand what it means and how it is impacting on Kunene Health Care's ability to achieve their objectives.

1.2.1 Employee Retention

The attraction and retention of high-quality employees is more important today than ever before. Numerous trends such as globalisation, an increase in knowledge work, and an accelerating rate of technological advancement make it vital that firms acquire and retain their human capital. In a HR context, turnover can be viewed as the rate at which an employer gains and misplaces employees, or how long employees tend to stay in an organisation. Turnover is measured both for individual companies, and for industries (Tuner, 2010).

Through understanding the nature of the retention problem, an organisation can decide on strategies to adopt in order to improve its retention rate. There are many factors which influence employee retention of a company, which can stem from both employers and employees. Remuneration, company benefits, working conditions, skill recognition, and job performance are all factors that play a significant role in employee retention. Companies take a deep interest in their employee retention rate because it is a costly part of doing business (Beam, 2009). Potential negative consequences of decreased employee retention include: operational disruption, demoralisation, negative public relations, personnel costs, strategic opportunity costs, and decreased social integration (Phillips & Connell, 2013). The most common reason for an employee turnover rate being so high is the salary scale – employees are usually in search of jobs that pay well. Those who are desperate for a job may take the first one that becomes available to them whilst simultaneously searching for better-paying employment. Employees also tend to leave a company after unsatisfactory performance appraisals, which can also be attributed to low pay (Rampur, 2009). Another reason that employees leave is due to a lack of benefits available through their employing company. Lack of opportunities for advancement or growth can also

cause a high turnover rate, thus compromising retention for any organisation. If the position includes little to no chance for promotion, this should be explained before hiring so as not to mislead an employee. According to Zografos (2013), money is not the only motivator. If employees are being paid comparable to what other franchisees would pay, then there are other factors to consider such as work environment, job content, coaching and mentoring, social atmosphere, and skill recognition, which all play a huge role in retaining employees. If the company's retention is high and its goals are met, one could then focus on the underlying reasons for employees choosing to stay with the company and continue to improve upon them (Fauziah & Taz, 2013).

Employee retention issues started to emerge in the 1970s and 1980s after the relationship between employers and employees became complicated – employers had to create a working environment conducive to meeting employees' needs whilst they worked against economic conditions, otherwise employees would be willing to voluntarily cease the employment relationship (Borkowski, 2011). According to a study on high performance, the employee retention organisational strategies primarily started in the US, Europe, and Asia (Borkowski, 2011). During the 1990s the effects of labour movement took hold, and employers started experiencing higher volumes of employee turnover which negatively affected job performance. As a result, organisational productivity dropped dramatically, and organisations started to develop employee retention strategies as a counter (Borkowski, 2011).

Nowadays employees have a lot more opportunities available – as soon as they feel dissatisfied with their current employer or job, they switch to another, and companies are faced with people leaving to join their competitors. In fact, the average worker changes jobs around ten times between the ages of 18 and 37 (Young, 2012). Company loyalty has dropped dramatically as a result (McCrea, 2010; Woolridge, 2006). Young (2012), however, suggests a solution to this issue – purchasing knowledge to replace what you are losing.

The ongoing problem of retaining employees is the result of a variety of factors, but to understand what encourages employees to stay, one must first examine what motivates individuals within their organisations. Fauziah & Taz (2013) have attempted to answer the question of what determines an individual's intention to stay or leave, unfortunately the findings could not conclude on factor, a lot of different factors

appeared to have affected employee's decision to leave or to stay in an organisation. It is important therefore to effort to retain talented employees and evaluate the effectiveness of those efforts from time to time. This study, therefore, intends to investigate challenges that influence employee retention levels at Kunene Health Care.

1.2.2 Kunene Health Care History and Overview

Kunene Health Care is a 100% black-owned company, comprising three experienced medical doctors (including a 47.5% female ownership). They are based in Johannesburg but have representatives around the majority of SA. They serve hospitals in Western Cape, KZN, Free State, Limpopo, and Eastern Cape. The company was founded in 2005 and became a registered company in 2007. They employ over 30 employees, of which 90% are black and 50% are females (Kunene Health Care, 2016).

1.2.3 Kunene Health Care Organogram

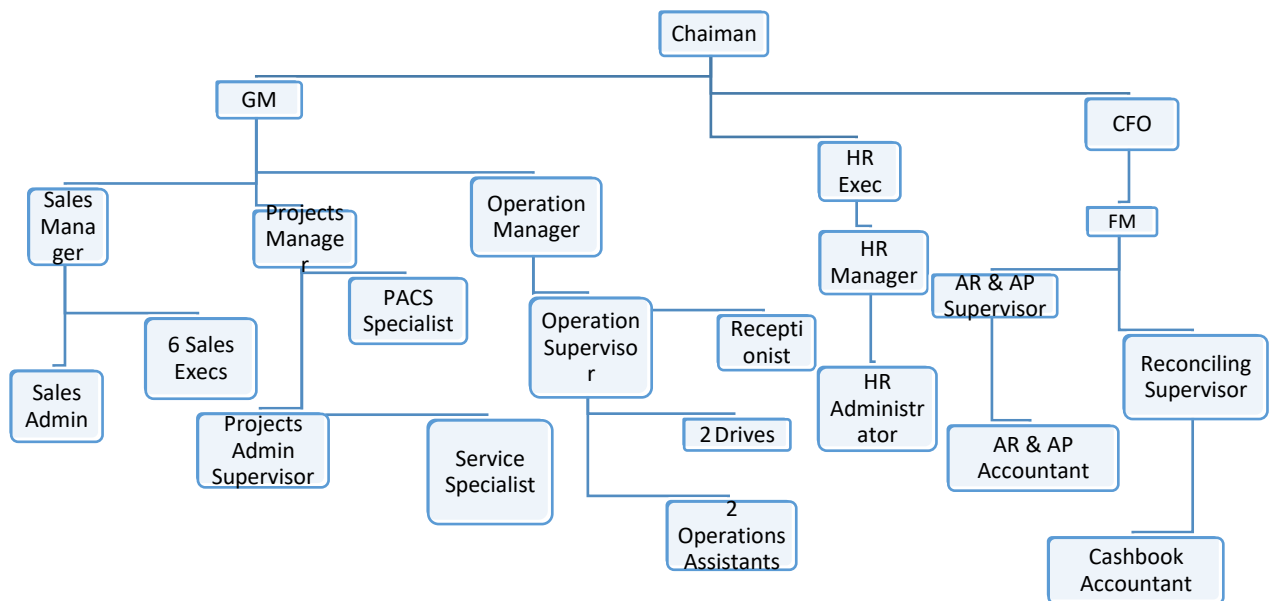


Figure 1.1: Kunene Health Care Organogram (Company Profile, 2017:2)

Figure 1.1 above shows that Kunene Health Care has three executives and that the chairman is the leader of the organisation. It also shows that there are two different departments which are each managed by separate department managers.

Kunene Health Care is a private entity in the healthcare sector where they compete with the giants of healthcare, such as Agfa Health Care, Coloplast Healthcare, and Fuji, just to name a few. Their core business is distributing medical equipment, such as theatre tables, radiology and surgical equipment, as well as medical consumables such as Advance wound care, Ostomy care, Continance care, surgical gloves, and surgical sutures. They also provide equipment maintenance for the medical equipment they distribute. Their main area of operation is the public sector, though they are trying to tap into the more demanding private sector – one where they have yet to succeed in due to tough competition coupled with a lack of capacity to deliver (Kunene Health Care, 2016).

Kunene Health Care’s mission is to “Give quality health care to people by providing innovative devices whilst forming effective partnerships with credible suppliers.” The

challenge they face is that of employee retention – the senior and middle managers resign too often which causes the company to suffer both tangible and intangible losses (Kunene Health Care, 2016).

1.3 Problem Statement

The success and efficiency of the company depends largely on its ability to retain its workforce (Rampur, 2009). High levels of employee turnover may cause the company to miss objectives, lose business and customers, and compromise the company's reputation.

In the healthcare industry, especially in the service provider industry, there have been occurrences where the workers would resign in large numbers month after month, sometimes switching between companies in the same industry. This high employee turnover rate results in great costs including frequent recruitment, orientation and training sessions, as well as decreased customer focus due to time lost (Yamamoto, 2013). Failure to properly handle employees could also lead to missed opportunities such as transfer of knowledge from outgoing employees to new ones. Furthermore, frequent resignations also mean no handover of customers to new employees and, therefore, a loss of customer loyalty when customers turn to competitors' products (Zografos, 2013).

Kunene Health Care faces an employee retention problem for many reasons – a challenge they will need to overcome in order to remain relevant in one of the most important industries in South Africa. The turnover rate at Kunene Health Care is 35% annually, with mostly second-line managers changing their jobs for higher salary offers, recognition, authority, and the ability to seek out more knowledge and gain a more competitive edge in their respective professions (Zografos, 2013). Kunene Health Care falls under the Small to Medium Enterprise (SME) category and is still developing, but, due to too many resignations, are forced to use funds repeatedly for employee sourcing which should rather be invested into growing the company. They lose valuable trading time between the resignation period of the outgoing employee, and the arrival of their replacement. They also lose their competitive advantage when important employees leave to work for competitors (Zografos, 2013).

Mokaya (2012) puts emphasis on the importance of HR in organisations and suggests that HR be viewed as the most significant asset for company goals and objective realisation. Mokaya (2012) further mentions that selection, recruitment and training is a costly exercise for any company – and therefore for a company’s survival, staff retention is key.

This study was aimed at determining the challenges that impact on employee turnover at Kunene Health Care, and in the healthcare industry, with an aim at providing recommendations to curb or significantly decrease it while increasing staff retention.

1.4 Aim and Objectives of the Study

The aim and objectives of the study were as follows:

1.4.1 General Aim of the Study

The main aim of this study was to investigate the factors leading to the increase in resignation rates which have led to Kunene Health Care spending too much money on employee replacement, orientation, induction, and training. The research examined the impact of some of the Human Resource Management (HRM) policies on the increased employee turnover at Kunene Health Care. The findings of the study aim to assist the company in identifying the problem and helping rectify issues whilst improving their employee turnover rate. This will also result in saving costs, as well as improving productivity.

1.4.2 Research Objectives

- i. Investigate the impact of HR practices on employee turnover at Kunene Health Care;
- ii. Determine the effect of rewards and employee on turnover at Kunene Health Care;
- iii. Determine the influence of job satisfaction on an employee’s intention to stay with Kunene Health Care;

- iv. Investigate what other factors affect employee retention at Kunene Health Care.

1.5 Research Questions

The study sought to answer the following research questions:

- i. What are the factors that have resulted in high employee turnover at Kunene Health Care?
- ii. What motivates present employees to remain at Kunene Health Care?
- iii. What strategies can be identified to improve employee retention at Kunene Health Care?

1.6 Significance of the Study

The study is intended to identify the factors influencing employee retention at Kunene Health Care. The findings may be useful to the organisation, as well as to other SMEs, in identifying appropriate retention strategies. The study also aims to help researchers provide useful recommendations for Kunene Health Care in this capacity.

1.7 Methodology

The study utilises a qualitative research method in investigating challenges affecting employee retention at Kunene Health Care. The qualitative method was chosen over a quantitative one because it allowed the researcher to directly liaise with the people involved – they have first-hand experience with the phenomena. A qualitative research method further allowed the researcher to probe respondents in order to gain an in-depth understanding of the matter (Leedy & Ormrod, 2014). This was important because it gave employees at Kunene Health Care a chance to reflect on their experience regarding the issues, whilst the researcher could make observations which assisted in the interpretation of the data collected (Leedy & Ormrod, 2014).

A purposive sampling method was also used in this research study since it enabled the researcher to deliberately select participants who were experienced on the subject and who would make valuable contributions to the research (Oppong, 2013). Thus,

interviews were only conducted with senior and middle management employees from relevant departments. Jamshed (2014) found that interviews are conducive to collecting data for a qualitative research study as they are a useful for extracting the perceptions and experiences of those interviewed

1.8 Limitations of the Study

The limitations of this study include the fact that there are many SMEs contracted by the Public Health Department, but this study only includes considerations regarding Kunene Health Care. A major limitation of the study was time, not just for the researcher who was in full time employment, but for the respondents who could not spend too much time away from their work stations. There were a lot of delays when setting up meetings with respondents, particularly senior management, due to their tight schedule – they were often away on business trips. This was mitigated through using time management techniques, planning, and securing appointments with managers. Another limitation was with respondents who were hesitant to participate as interviewees due to fear of personal problems being conflated with their work capacity. The researcher assured them that their responses were only to be used for the purposes of this research and that their identities would remain anonymous.

1.9 Structure of the Dissertation

This study comprises six chapters, the first chapter being the introduction which consists of a background to the problem, problem statement, objectives of the study, research questions, significance of the study, limitations of the study, and resolutions to the limitations of the study. Chapter two contains the literature review and is divided into three parts – a review of theoretical literature, a review of earlier studies, and the basis of the theoretical framework. Chapter three discusses research methodologies used, giving details of research design, population of the study, sampling procedures and sample size, data collection methods, and data analysis methods. Chapter four comprises a presentation of the results, chapter five discusses the findings, and chapter six concludes the study and provides recommendations.

1.10 Summary

Employee retention is critical to the long-term health and success of a business. Managers readily agree that retaining your best employees ensures customer satisfaction, increased product sales, satisfied co-workers, effective succession planning, and deeply-embedded organisational knowledge and learning. Employee-retention disputes, and failing to retain key employees, is costly and contributes to organisational issues such as investments in employee training, lost knowledge, insecure co-workers, and a costly candidate search. The next chapter reviews literature relating to employee retention.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

As indicated in the introductory chapter, the aim of this study is to examine the challenges affecting employee retention at Kunene Health Care, and to consider and recommend retention strategies. The aim of this chapter is to explore research by others which pertains to the topic of employee retention strategies, and then develop a theoretical framework for the study at hand.

It is not surprising that CEOs and HR managers are concerned with retaining employees – according to a study conducted by Elkjaer & Filmer (2014), voluntary employee turnover is up 5% since 2011. Racey (2017) believes that job-hopping is seemingly becoming the norm at an increasing pace. This is partly due to the workforce profile – it comprises more of millennial employees who will probably have twice the number of jobs that baby boomers do over their lifetime (Martinez, 2016). Martinez (2016) further suggests that 42% of millennials are likely to change jobs everyone to three years at least. According to the Harvard Business Review (2013), 40% of workers who voluntarily left their employ did so while they were just six months into their jobs. In recovering economies, this trend is amplified since workers can change jobs frequently with few consequences (Murphy, 2014).

Frels & Onwuegbuzie (2013) suggest that constantly replacing employees is not cost-effective by any measure. The results of the study conducted by the American Centre for Progress (2015) on the cost of replacing employees indicated that these costs were about 21% of the value of the employee's salary, while a study conducted by Pearson (2012) shows that refilling an entry-level position can cost up to 40% of the value of an employee's salary. Losing good employees is expensive, and in some cases avoidable (Murphy, 2014) – companies lose more money on replacing employees than they would lose in ensuring that employees do not find reasons to leave (Abdulwahab & Shmailan, 2016). According to Murphy (2014), attrition is always expensive for organisations, but in several industries, there is a rise in the cost of losing good

employees due to the labour market getting tighter at an increased pace. It is therefore important for employers to measure their employee turnover rate (Murphy, 2014).

The results of a study conducted by the Compensation Force (2016) measuring the level of total employee turnover in the United States, showing this to be at 15.1%. In other words, 15.1% of the total United States workforce left their jobs in 2016. Meanwhile the Society for Human Resource Management (2015) predicted the annual turnover rate to be close to 19% in 2015, found that the average cost-per-hire to fill a position stood at USD\$4,129, and further indicated that the separation rate included employees who voluntarily quit a position, layoffs, retirements, and discharges.

Croucher, Wood, Brewster & Brookes (2012) argue that, whether voluntary or involuntary, a high rate of turnover reflects that there is no commitment from one or both parties and that high exit rates by workers could create a cycle of self-reinforcement. On the other hand, an insecure climate would generally lead to workers focusing on developing their outside marketability, rather than relevant skills and knowledge internally (Brewster, Johnson, Brookes & Wood, 2013).

2.2 Employee Retention

Yamamoto (2013) references employee retention as one of the key measurement tools in assessing the health status of an organisation. On the other hand, Murphy (2016) describes employee retention as the many practices, policies, and procedures exercised by companies in order to prevent skilled and valuable employees from leaving their organisation for better job prospects. Creswell (2013), however, states that employee retention includes measures taken to inspire and encourage workers to stay with the organisation up until retirement. Sadd (2014) concurs and further states that, as essential as hiring skilled, knowledgeable, and culture-fit employees is, retention is even more important. A number of employers have undervalued the cost linked to employee turnover of crucial workers (Yamamoto, 2013), forgetting that losing key employees as an organisation simply means that other competitors are hiring your well-trained ex-employees (Heathfield, 2017). Failing to retain employees can be incredibly costly to the company's bottom line, and, apart from the other organisational stresses, contributes to lost knowledge, training time, and investments, as well as creating an insecure atmosphere and requiring costly replacement searches

(Greenberg, 2017). Several estimations submit that the cost of losing middle managers can be up to 100% of the value of their remuneration, while the cost of losing senior executives may go up to double their remuneration and even more (Heathfield, 2017). Employee retention across the world is important for societal reasons as well. In America while 76 million Baby Boomers (aged 40 to 58) retire, the upcoming Generation X population only constitutes 44 million people (ages 25-34) available for work (SHRM, 2015) . Simply stated, there are a lot fewer people available to work (Heathfield, 2017).

This research is based in theories which include: Maslow's hierarchy of needs, Herzberg's two-factor theory, and Adams' equity theory as the foundational framework. Both McClelland's acquired-needs theory and Vroom's expectancy theory are also included due to the strong relationship between employee retention and these theories. They are outlined below.

2.2.1 Maslow's Hierarchy of Needs

The hierarchy of needs is a motivational theory that was established as a result of the belief that all humans are born with needs that motivate them (Heathfield, 2016). Maslow's hierarchy consists of five needs: basic, physiological needs (water, air, food and sleep); safety needs (consistency & stability); a need to belong (association) and for love; a need for self-esteem (respect/confidence); and lastly, a need for self-actualisation. The theory submits that the needs in the lower tiers must be fulfilled in order for one to progress to the higher levels of needs (Heathfield, 2016). At the workplace, an employee's need must be met as per the hierarchy, especially in terms of survival and safety needs (recognition, acceptance and reward), whereby failure to meet these needs will cause employees to leave in search of fulfilling them elsewhere (Handelman, 2009).

A study conducted by Allen (2013:21) established that only 15% of respondents mentioned pay before mentioning more autonomous feelings empowerment and feeling like you belong as an employee (Allen, 2013). It is common to see people who trade high salaries for safety, love, esteem, and self-actualisation at work — for

example, accountants end up becoming high school educators, or journalists who relocate to war zones with little pay (Heathfield, 2014).

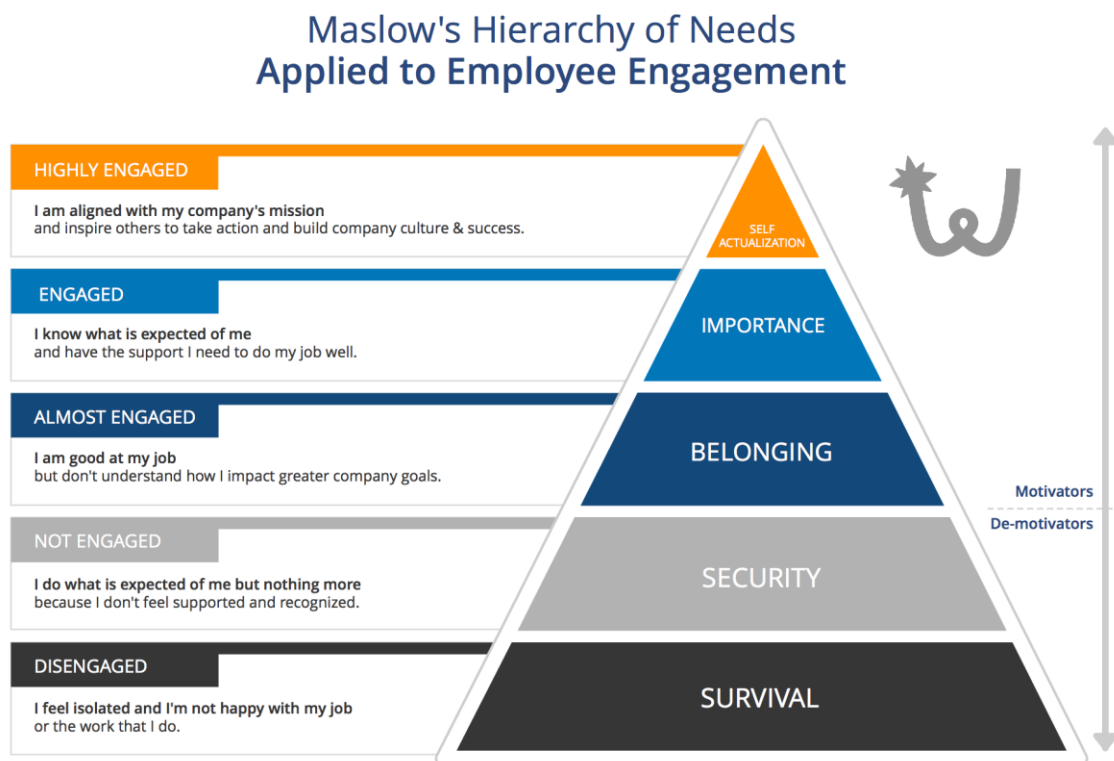


Figure 2.1: Maslow's Hierarchy of Needs

(Source: Cronberg, 2010:14)

According to Heathfield (2014) Maslow's theory states that people, including employees in organisations, are motivated by the desire to achieve or maintain various conditions upon which basic satisfactions rest, and thereafter are motivated by more particular, intellectual desires. Maslow's theory, as figure 2.1 above shows, is a motivation theory which indicates how employee turnover is influenced by working conditions, career progression, remuneration, recognition, and reward. Hence, his theory was utilised in this study to show how important these factors are to employees of Kunene Health Care.

2.2.2 Herzberg's Two-Factor Theory (Motivation-Hygiene Theory)

Frederick Herzberg's two-factor theory, also referred to as motivation-hygiene theory or the intrinsic vs. extrinsic motivation (Robbins, 2009), was formulated to better understand employees' attitudes in the workplace. The theory proposes that both job satisfaction and dissatisfaction in the work place are caused by certain factors, whereby there is no linear relationship between the factors causing satisfaction and those causing dissatisfaction – one will not necessarily or automatically decrease when the other increases (Borkowski, 2011).

Herzberg establishes that factors affecting job satisfaction – intrinsic factors – are different to those affecting dissatisfaction – extrinsic factors (Loiseau, 2011). Whatmore & Lynne (2012) argue that there are two different human needs that affect an employee's attitude and motivation, namely: physiological needs (the need for shelter or food), which can be satisfied with money; and psychological needs (personal growth), which can be satisfied with education and challenges (Loiseau, 2011; Whatmore & Lynne, 2012).

According to Robbins (2009), Herzberg's theory states that the differentiating factor in the two-factor theory is the expectation. As mentioned before, it is important to note that there is no linear relationship between factors causing satisfaction and those causing dissatisfaction, meaning one will not necessarily decrease when the other increases (Yang, 2011). However, Borkowski (2011) argues that, according to Herzberg, extrinsic and intrinsic motivators have an inverse relationship – the presence of intrinsic motivators is likely to inspire motivation, while the absence of extrinsic motivators is likely to decrease motivation. This is due to extrinsic motivators – such as benefits and salary – being expected, and therefore not inspiring motivation when present, but would lead to dissatisfaction when absent. Intrinsic motivators, such as challenging work, however, can be a source of added motivation (Wan Fauziah & Tan, 2013).

According to Ryan & Deci (2008, as cited in McDaniel, 2011), sources of intrinsic motivation factors include achievement, responsibility, work, advancement, recognition, and growth, while extrinsic factors include a relationship with the manager

or boss, supervision, remuneration, working conditions, company policy, work condition, salary, and relationships with colleagues. Guthrie & Wigfield (2012) describe intrinsically motivated employees, therefore, as those who will work for interest, excitement, or enjoyment, thus, their job is carried out with largely positive emotions and they regard it as highly satisfying (Tanner, 2012). On the other hand, extrinsically-motivated employees will be motivated by external factors such as salary adjustments, recognition or promotion (Guthrie & Wigfield, 2012).

Saraswathi (2011) argues that managers who are concerned with increasing job satisfaction and employee retention levels should put emphasis on the employees' self-realisation, the employees' ability to assume responsibility, and opportunities presented by the work for the employees to gain status. In contrast, managers who are concerned with decreasing dissatisfaction should put emphasis on the job environment, for example, company procedures, policies, working conditions, and supervision. To maintain productivity satisfaction at the workplace, managers must be concerned with both sets of factors (Saraswathi, 2011).

Herzberg's theory is criticised because his two factors are perceived by default – that people will naturally take responsibility for fulfilment and blame external factors for dissatisfaction (Loiseau, 2011). These critics also state that high levels of productivity and motivation are not necessarily a result of job satisfaction (Yang, 2011).

2.2.3 Adams Equity Theory

Adam's equity theory suggest that workers aim to reach and maintain equilibrium between what they contribute towards their jobs (inputs) and the outcomes (output) in comparison to the perception of other employees' inputs and outputs (Jones, 2017).

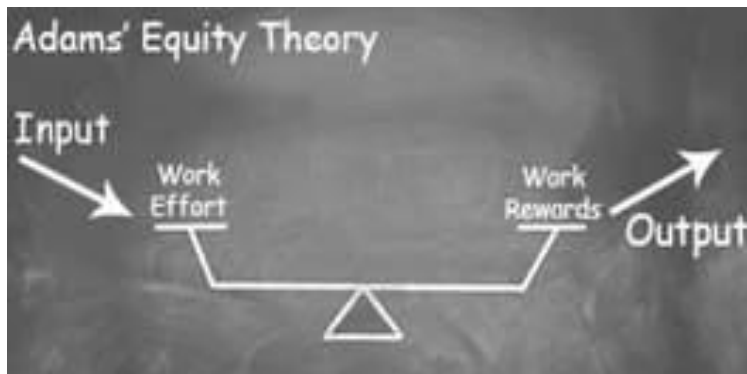


Figure 2.2 Adams Equity Theory

(Source: Adams Equity Theory, 2012:5)

Figure 2.2 (above) shows that employees seek equity between what they put in and what they get out of their respective jobs. It is indicated that if there is no equilibrium between input by employees and the resulting outputs, there will be a greater level of dissatisfaction.

According to Tunner (2016), the equity theory suggests that people are not only concerned with the quantity of rewards they get for their work efforts but are also concerned with what others get in comparison to their own rewards. Employees can compare their outcomes – such as increases, recognition, and salary – to those of others based on the input they've given – such as education, experience, effort, and competency (Whatmore & Lynne, 2012). Tunner (2016) further emphasises that tension is created when employees observe imbalances in the input-output ratio between themselves and that of others. Employees strive for what they think and see as equity or fairness, and, therefore, tension becomes the basis for motivation. Employee perceptions about fairness matter, whether they are real or unsubstantiated, and, regarding managers, it is important that they effectively address these concerns (Tunner, 2016).

Schultz, Schoenherr & Nembhard (2006) agree that applying the equity theory in order to retain workers is important because people will, in relation to the work amount assigned, value fair treatment which will motivate them to maintain relationships with their colleagues and the company – this is equity based on the input to output ratio. There are other theories – such as McClelland's acquired-needs theory, Vroom's

expectancy theory, and Porter and Lawler's extension of the expectancy theory – that have been cited in line with the topic and are established below.

2.2.4 McClelland's Acquired-Needs Theory

Akram (2016) states that McClelland's needs theory is based on Maslow's hierarchy of needs, and refers to three main needs, namely: the need for achievement, the need for affiliation, and the need for power. He suggests that these needs are not inherent, but are rather learnt through experience, age, and culture (Akram, 2016). According to Himanshu (2014), McClelland suggests that a person's specific needs are developed over time and are shaped by a person's life experiences. The need for achievement pertains to personal effort, feedback, and moderate risk. People have a need to excel in what they do and to achieve the standards set, as well as the need to succeed (Himanshu, 2014).

2.2.5 Vroom's Expectancy Theory

While Maslow and Herzberg focus on the relationship between the internal need and the effort spent to satisfy it, Vroom's expectancy theory differentiates effort – which arises from motivation – performance, and outcomes (Barba-Sánchez & Molina, 2014). According to Hallez & Ball (2016), Vroom's expectancy theory motivates that behaviour is a result of conscious choices, the aim of which is to receive more pleasure than pain. Vroom used the three variables, namely: expectancy, instrumentality, and valence to suggest that a worker's performance is based on his/her own factors, such as skills, personality, experience, knowledge, and abilities (Ball & Hallez, 2016). According to Barba-Sánchez & Molina (2014), efforts and performance are linked to an individual's motivation.

2.2.6 Porter and Lawler's Extension of the Expectancy Theory

Porter and Lawler developed an all-inclusive theory of motivation that combined several other theories. According to this model, individual behaviour is determined by a combination of factors within the individual's mind-set, as well as the environment

(Vekantesh, 2016). The model suggests that people are presumed to be rational beings who can make mindful decisions about their conduct in the company, and have needs, goals, and desires that differ. Lastly the model also submits that, based on expectations, people will decide on certain behaviours which are expected to help reach a desired outcome (Vekantesh, 2016).

2.3. Retention Factors for Employees

A study conducted by Sadd (2014) found that strategies of retention that satisfy employees will effectively enhance strategies and improve the ability of companies to adapt to organisational changes. Due to costs resulting from high employee turnover levels, HR managers must devise practices that will assist them in retaining their employees. Such practises are referred to as retention management (Steel, Griffeth & Hom, 2002).

Frels & Onwuegbuzie (2013:9) state that retention management is 'the capability of holding on to employees you intend to keep longer in your organisation', while Boland, Cherry & Dickson, (2013) describe it as being a tool that managers use to motivate employees to remain in their organisations longer. In addition, Boomer (2009, as cited by Fab & Obinna, 2016) agrees that retention factors that consider the desires and needs of employees will positively impact the loyalty, commitment, and job satisfaction of individual employees.

2.3.1 Working Conditions

South Africa has regulated a number of service benefits that employees are entitled to, for which all companies have to comply, and which are gazetted under the (Basic Conditions of Employment Act of 2014). These benefits include: remuneration, leave, hours of work, employment termination, and so on. The requirement, occurring in both the private and public sector, is for employers to conform to the BCEA, however, conditions of work still have to be continuously improved above and beyond this requirement in order to minimise employee turnover (Ashar, 2013).

According to the ILO (2012), regarding the measure of an International labour standard – the most important elements of working conditions are the hours of work and maternity protection. The Committee of Experts of International Labour Organisation (2012) recognises that, in order to reflect the perspective of human rights in the global economy, every employee should be entitled to minimum and maximum hours of work in a week, regardless of their nationality or country of origin. According to the International Labour Organisation (2012), every employee should be entitled to a certain minimum duration of rest. Huang (2011) noticed that, around the world, about 36% of countries have set a 40-hour legal weekly limit, however, 52% of countries have legislation exceeding 40 hours per week, while a further 36% have that limit set at 48 hours per week. There are still countries with limits set at 49 hours and above, but those only make up 1%, while those with limits of less than 40 hours constitute approximately 3% (Huang, 2011).

Handelman (2009), warns that an unsafe and substandard working environment may result in some discomfort to employees, which in turn may cause them to seek employment in other organisations which have better working conditions. A study conducted by Pillay (2009) concludes that employees in the public-sector view security of employment, environment of work, and workplace organisation as key factors in their decision to stay or leave the organization, while employees in the private sector felt that organisation of the workplace, security of employment, and practice of professionalism were more important.

A study conducted by The White House Council of Economic Advisors (2014) outlines that companies which regard flexible work policy implementation as difficult and costly are mostly misinformed about the net savings potential available through reduced absenteeism, productivity increases, and lowered employee turnover. Norman (2012) found that investors' confidence in companies who implemented these policies was greater than in companies that did not. Furthermore, Norman (2012) notes that, on average, the stock price of some 500 organisations rose by 0.36 % in the days after the announcement of an initiative regarding a work/life balance. Norman (2012) also suggests that, while flexibility itself has its benefits, it is also a sign of good management of the company.

Kodz & Lynch (2011) believe that conditions of work in any organisation have a huge impact on an employee's decision-making process when considering whether to stay or leave that organisation. Hussain & Rehman (2013) re-affirm that decent working environments may be motivating factors for an employee not to leave the organisation, meaning that, when considering employee retention, the impact of benefits of service should not be overlooked.

Yang (2011) argues that companies which intend to retain their valuable employees should provide better service benefits than the minimum stated in the BCEA, simply because other organisations are also offering attractive working conditions. Hussain & Rehman (2013) support this, suggesting that it is therefore imperative for companies to keep modifying and maintaining working conditions if they hope improve employee retention, since employees can move from one company to another at any point in time.

According to Israelstam (2014), the correct use of the BCEA is as an employee retaining and motivational tool in itself. He argues that workers require an environment that is appropriate and will appeal to them, which is all covered by the BCEA. The Occupational Health and Safety Act (2004) has listed appropriate equipment and tools as preconditions for organisations – employees will leave the organisation if it does not have clean restrooms, proper furniture, lighting, and other provisions of health and safety (Handelman, 2009).

Handelman (2009) believes that, along with technological changes, a regular maintenance routine is of vital importance, while Israelstam (2014) suggests that companies should operate with modern equipment in order to cope with these changes. Companies should also ensure that employees are adequately provided protective clothing and equipment, such as masks, goggles, helmets, boots, and other clothes to protect employees against possible injury (Handelsman, 2009).

According to Yamamoto (2013), it is also important to consider a work schedule when dealing with working conditions since schedules differ between occupation types — some work will be executed at night, some during the week, some will require weekend shifts, some are seasonal, and some will require extended hours. As Kodz & Lynch

(2011:17) stated, 'there has to be a healthy balance between a person's work-life and their life in general, this is according to work-life principles'. As illustrated by Anxo, Franz & Kümmerling (2013) the idea of a balanced work life revolves around workers reaching a reasonable equilibrium between activities related to work, and those related to non-work and possible responsibilities.

Yamamoto (2013) emphasises that a work life that is balanced and effective can best be achieved through flexible working hours. This may include working part time, working from home, and job sharing. Handelman (2009) supports this, stating that a cultural shift, and support from managers will be required in many organisations in order to create an environment where employees who prefer working flexible hours will be allowed to do so. Results from research conducted by Pearce & Mawsons (2009) further indicates that work schedules that are flexible have a positive impact on greater balance in work life and can eliminate stress caused by work issues. Managers are therefore advised to allow their employees to work flexible hours as research has shown that when work overlaps or impacts on relationships and family, the results are increased absenteeism and an increased employee turnover rate (Yamamoto, 2013).

2.3.2 Remuneration

Organisations provide remuneration in exchange to a worker's contribution to that organisation – however, the programme of remuneration should be effective if it aims to enhance job satisfaction (Armstrong, 2009). Workers' compensation remains a topic of interest among workers and employees, as it has been for years. The occupation relationship concept is about workers doing a job in exchange for a reward, which is usually monetary. Payment fulfilment and benefits attitude are starting to become the most common variables in an organisations research (Yamamoto, 2013). Carraher & Welsh (2009), have indicated that a strong relationship exists between outcomes important to companies – such as turnover, absenteeism, and job performance – and becoming an employer of choice by job seekers.

Greenberg and Colquitt (2013) have introduced what they refer to as 'procedural justice', which is a fair pay calculation process. According to Greenberg & Colquitt (2013), the fair pay process has the following characteristics:

- *Consistency* – The salary or pay decision that applies to one employee, applies to the same criteria, per level of work, company-wide.
- *Neutrality* – The decision is based on facts, and is free of bias, favours, and personal feelings by the decision maker.
- *Accuracy* – The information and data used to justify and formulate the decision is not based on hearsay and is 100% correct.
- *Ethicality* – It is free of any form of discrimination of employees due to their race, gender, age, nationality, or other factors.

Storey (2012) recognises that employees may still not be receiving the output that completely matches their input, but if they understand and trust the process that leads to that decision, hard feelings can be avoided. This way, procedural justice – or fairness in resource distribution – is superior to distributive justice – or equal outcome for equal work (Greenberg & Colquitt, 2013). Therefore, to enhance employees' levels of trust in the process and procedures of pay, employers must ensure that employees are given a chance to voice their concerns before decisions are made – this is referred to as the 'voice principal' (Long, 2012). Psychologists state that this satisfies the need to be heard, and the need to be involved and feel part of the group (Storey, 2012).

Vilma & Egle (2007) emphasise that companies, whether big or small, are all in competition globally for employees. This is supported by Sturman (2003) who suggests that companies face the challenging task of competitively providing benefits and compensation packages in a manner that is still cost-effective. Simmons (2001) argues that attracting and retaining employees with the required skills, knowledge, and abilities to perform efficiently and effectively in their respective jobs, while simultaneously ensuring that the company remains profitable, is a huge problem that companies face.

According to van Essen, Otten, & Carberry (2015), compensation and benefit packages can be strategic in improving productivity and profitability in organisations

of any size. Employers tend to look at employee compensation as the key cost factor in productivity, and a necessary stimulus for attracting appropriate applicants while also retaining their most valued workforce, motivating behaviours, and performance (Sturman, 2003).

Research has indicated that, within most companies, a worker's length of service and their job position will determine the wages they would receive. DiPietro & Condly (2007) – in their pursuit of finding out how employees in the hospitality industry were motivated – utilised the Commitment and Necessary Effort (CANE) model of motivation. They discovered that even non-financial reward such as a provident funds or an excellent working environment also played an important role in workers intentions to stay or leave an organisation. Organisations that lack compensation and reward-planning are at a risk of building an inadequate work environment. Long (2012) reveal that employees who remained loyal to their organisations were those who were satisfied with their organisations' operations, and the way compensation policies were communicated to them.

Vilma & Egle (2007) submit that employers in similar industries will generally require similar skills and will generally incur similar costs when running their businesses. This means that employers must maintain their market position – one way of achieving this is through controlling the outlays of compensation, and assessing practices related to compensation (Sturman, 2003). Vilma & Egle (2007) further suggest that many small companies are more effective when it comes to benefit and compensation packages than bigger companies, which results in small companies having more job applications per job opening than the bigger ones. This was supported by the results of a study conducted by Sturman (2003), which found that, in smaller companies, job satisfaction was at 54% as compared to 34% in bigger companies. They also discovered that 25% employees believed that employee benefits were a significant reason to join a company, while 42% of those who were employed believed that organisational benefits play a huge role in remaining with an organisation (Sturman, 2003).

According to Artz (2010), fringe benefits also have a greater impact on decreasing turnover levels than the cost of the benefit itself. This view is also aired by Scarpello & Carraher (2008:167), who state that compensation practices by employers are

aimed at 'fair' compensation. The word 'fair' is described as a system of compensation able to reach an equilibrium between competitive business interests, and the controlling cost of compensation outlay which aims to retain, attract, develop and motivate competent employees (Scarpello & Carraher, 2008).

'Fair' pay may vary from industry to industry, as well as by region, since the costs of running a business vary between industries and regions (Carraher & Welsh, 2009). The research conducted by Long (2012) indicates that most academics' intentions and decisions to leave stem from a dissatisfaction with their salaries.

According to Carraher & Welsh (2009), receiving a satisfactory, acceptable, and equitable salary is the most significant reason for employees to stay employed with organisations. Rampur (2009), however, suggests that more than monetary value, employees appreciate the acknowledgement they receive for their contribution to an organisation. On the other hand, Long (2012) emphasises that employees will always move to organisations that offer better benefits, and show support and fairness. Research has confirmed that on the list of reasons why employees opt to stay with their employer is the stability of their benefits (Rampur, 2009). An organisation which correctly rewards its employees can enjoy consistent commitment to excellence by those employees (Carraher & Welsh, 2009). A credible rewards system results in meaningful rewards which has to be focused on clear standards, and goals with observable and verifiable performance (Tanner, 2012). Long (2012) suggests that, apart from benefits and pay, workers need recognition for outstanding work or performance – recognition and reward through praising employees for a job well done motivates them to deliver continuous and consistent work improvements.

2.3.3 Skill Recognition

One of the most effective retention strategies, according to Yazinski (2009), is the recognition of skill of the accomplishments of individual workers. Studies show that when employee needs are satisfied through acknowledgement of their individual accomplishments, they will prolong their stay with that organisation (Rampur, 2009). Yazinski (2009) illustrates the tendency of employers seeking candidates looking for

jobs in companies that encourage workers' contribution, growth, teamwork, and education, over and above old-fashioned benefits and compensation packages.

The Usmani & Siraj (2013) suggests that individual recognition through organisational benefits are imperative, despite data showing that verbally praising employees can increase motivation, perseverance, and loyalty at no additional cost. Personal skill recognition can also influence behaviour, teamwork, ethics, and confidence as well as employee growth (Rampur, 2009). Therefore, learning and recognition of skill both provide an opportunity to enhance and improve an individual's performance, retention, and effectiveness (Usmani & Siraj, 2013).

2.3.4 Job Content

The assumption that employees desire challenging and useful work stems from the belief that people do not just work for money but also to build purpose and fulfilment – it is not just about money (Taylor, 2014). According to Woodruffe (2007), employees – over and above the strong desire for excellent result delivery – also desire to be involved in relevant, challenging, and difficult jobs in their respective roles. Stagnant and routine types of jobs can lead do dissatisfaction, which in turn will lead to increased levels of turnover (Usmani & Siraj, 2013).

By designing duties to include an employee's job, companies may affect their rate of retention (Steel et al., 2002). According to Buttler & Waldrop (2001), this is referred to as 'job sculpting', or the ability to match employees with tasks that will let them explore and engage their 'deeply embedded life interests'.

There is more and more evidence of job content being an essential element to employees' satisfaction, which may include commitment, behaviour, and performance (Steel et al., 2012). Steel et al. (2002) note that the second most-common types of retention practice were activities aimed at improving the fundamental qualities of a job, as reported by HR managers in knowledge firms. Many employees view their specific job as their identity. Employees feel the need to contribute significantly by using their

minds and to them if this is not fulfilled by their current jobs they will look for other opportunities (Steel et al., 2002).

2.3.5 Opportunities for Career Progression

According to Albrecht & Andretta (2011), the rate of employee turnover can also be affected by training. A study conducted by Usmani & Siraj (2013) suggests that 41% of workers employed by companies who were given inadequate training were on the verge of leaving the company within a year, as opposed to only 12% of those employed in companies with excellent training programmes. It is essential for employers to offer development plans and opportunities to employees for the enhancement of an individual's skills, and the improvement of an individual's likelihood of promotion to higher positions within the company (Orion & Nzonzo, 2011).

Werner (2009) suggests that development and training be focused on change and improvement of an employee's skill, knowledge, and attitude, and that in order for an employee to perform well in the positions they hold, training must take place. Orion & Nzonzo (2011) further argue that development activities are focused on preparing employees for future job responsibility while also enhancing the ability to perform duties in their current positions.

The primary objective of training and development is to connect the training content with wanted or anticipated work behaviour, and for this reason it is important that these activities are thoroughly planned (Orion & Nzonzo, 2011, Clouden, 2009). According to Dessler (2011), the process of training is made up of four steps. Firstly, a 'needs' examination should be conducted by finding the precise skills and knowledge required for the job and then matching them against the potential trainers' knowledge and skills. Secondly, define and decide on training needs to formulate exact objectives for training, analyse the training programme that is suitable, and then review the training cost and content. Thirdly, the actual training of the desired employee takes place – this can be through online courses, workshops, and so on. Finally, the assessment and examination of the success of the training should be provided through an evaluation process (Dessler, 2011). According to Wendell (2007), development and

training commences immediately, as soon as the new worker comes to the organisation – usually in skills orientation and induction.

2.3.6 Provision of Coaching and Mentoring to Employees

This refers to the establishment of workshops to manage employee careers and the creation of programmes to manage competency (Ashby, 2010). For example, in research done by (Dessler, 2011), it was discovered that turnover intentions could be reduced by workers' growth-opportunity perceptions presented by the employer. A study done in Tower Watsons by Hamori, Cao, Koyuncu & Graf (2015) indicates that 46% of workers said their organisation offers useful career planning tools, and 48% reported that their organisations ensure career constructions and levels.

Employees regard a combination of coaching, clear career plans, and training as a basic requirement in remaining loyal to their current employers. However, research has suggested that many companies do not invest in those basic requirements willingly, since if or when employees decide to leave, the result would be a waste of money and effort (Tanner, 2012). These basic employee expectations that are not being met, is ranked among the top reasons for those surveyed to decide to leave the organisation and choose to join another company. Tanaka (2013) points out that another mistake commonly made by employers is believing that workers should strive for themselves with regard to career advancement and development: a 'you own your career, go find the opportunity' mind-set. Running a risk of losing highly-skilled workers because they lack character for self-promotion, or tracking down and hunting for their own mentors, is an unnecessary price to pay for companies (Tanaka, 2013).

Employers are no longer able to promise and guarantee job security, but can assist employees in maintaining their skills, in order to remain relevant in the marketplace (Heathfield, 2016). Ashby (2010) state that work flexibility coupled with career embracement, and options in life, are essential for employee incentives. Learning new technologies, projects, processes and skills development are what employees want in the current working class. According to Ashby (2010), workers see acquisition of skill as a direct job security initiative from their employers, and therefore want to work for

companies that will invest and see value in them. At the helm of retention and attraction is the ability of the firm to provide payments of tuition, job-related training, and development opportunities continuously (Heathfield, 2016).

2.3.7 Superior-Subordinate relationship

Coaching and mentoring employees is important as it helps employees reach their individual goals, but it can also be crucial for managers to show employees that they care. Although this is an intangible motivation, it can go a long way in motivating employees and making a difference in their lives (Heathfield, 2016).

As Heathfield (2016:11) puts it, 'The quality of the supervision an employee receives is critical to employee retention, People leave managers and supervisors more often than they leave companies or jobs'. Managers who operate with retention of staff in mind, begin with communicating expectations clearly to employees. They share their image of what success means for employees, in both the expected outcome, as well as job performance (Heathfield, 2016). These managers go on to provide feedback frequently and make employees feel valued. When an employee completes an exchange with a manager who retains staff – he or she feels empowered, enabled, and confident in their ability to get the job done.

Programmes developing employees can exist if a culture supporting them exists. Senior managers must fully support the development programme for it to be effective and must act as role models to their subordinates (Gary, 2011). A manager and a supervisor must take on an added role as soon as the company starts the development of an employee in the business. These managers need to become owners of such programmes and must support and coach employees in their development journey. Managers who are new in their role should attend career-development management courses in order to equip them to better serve the role (Gary, 2011).

2.3.8 The Social Atmosphere

This refers to the environment as well as social ties inside this work environment. Effective, consistent and continuous communications enhance identification between employees and their organisation. It forms trust and an open culture. Organisations increasingly share information on company mission statements, values, strategies and performance, as well as change affecting employee's enthusiasm (Gopinath & Becker, 2011).

Most organisations strive to provide employees with information they need and want to hear timely and consistently using credible and reliable information sources. Cappelli (2009:9) says that "loyalty to the company is a thing of the past, however loyalty to one's team is as an effective retention tool". When an employee leaves the company, it also means the loss of a social network. Companies can add to the formation of a positive social atmosphere by motivating collaboration, coordination and cooperation between co-workers and through open, clear and true communication amongst employees and management (Tanaka, 2013).

2.4 Human Resource Defined

HR is a term used to define the personnel who form the company's workforce (Shaheeb, 2017). Born from this term is the 'personnel function' which is the administrative management activity of coordinating ranges of employee related processes. For the aim of this research study, different definitions of HRM will be looked at.

2.4.1 Human Resource Management – HRM

It must be agreed that there are different views concerning HRM, and more especially when compared with industrial relations and previous personnel management, which have had a huge influence. Shaheeb (2017) describes HRM as attracting, maintaining and developing an energetic and talented workforce to support the company mission, objectives, vision, and strategies. This therefore means that the social task of the company is to integrate technical, commercial, financial, and administrative work, with the consideration of an employee's needs and hopes with regards to the content of

the work and the conditions of work. Storey (2010:137) defines HRM as, “a distinctive approach in management of employment which aims to accomplish a competitive advantage through the strategic development of a highly capable and committed workforce, using an integrated array of structural, cultural and personnel techniques”. Another definition of HRM is “a strategic, integrated and articulate approach to the employment, development and well-being of the people working in the organisation” (Armstrong, 2006).

2.4.2 Human Resource Management and Employee Turnover

Cost of employee turnover can be visibly acquired through relocation cost, recruitment cost, induction expenses, training cost, reference checks, security clearance and temporary work or overtime worker costs (Kotzé & Roodt, 2009). There are also invisible costs such as loss of productivity, loss of enterprise knowledge, missed deadlines, low staff morale and a damaged company image. These may be viewed as intrinsic and extrinsic motivational factors, and HRM practices, which can help managers to influence retention in their companies. Shaheeb (2017) note that a high turnover rate results from the failure of managers to identify and properly use these variables as retention strategies

Companies should create and establish strategies and policies for HR, comprising recruitment and selection, development and training, performance management and appraisals that show their willingness to maintain relationships between themselves and their employees. Unfortunately, most HR units seldom formulate policies to face current requirements and challenges of retention (Taylor, 2014). Retaining good and valuable employees is crucial to an organisations success and longevity. The reduction of high turnover anxiety can be reduced through the development of an effective and proactive approach program to deal with turnover.

The value of rewards for employee retention can be proven but require effort, resources and time. Taylor (2014) states that finances are the biggest drivers for investing in a retention program, as the financial effect of retention is one of the biggest drivers for programs aimed at recruiting and training valued employees. Job

dissatisfaction can also be a cause for labour turnover, with high levels of labour turnover in organisations with poor working conditions, undesirable jobs, pay inequities and limited opportunities for advancement (Nzuve, 2007).

There are two general forces that operate in employee retention — engagement and coercion. Engagement occurs when an employee connects emotionally with his work. Coercion occurs when forces outside the employee encourage either attachment to or disengagement from an employer. Good managers help people stay engaged; bad ones push them towards disengagement (Glen, 2007). It is generally accepted that the quality of an organisation's HR represents a critical factor for business success. One human resource challenge focuses on how to attract, retain, motivate and develop individual talent and if that is not a challenge, then they should consider the impact that a turbulent business environment presents, the difficulty of managing a diverse and ever changing legal climate and government regulation. As the business grows, it becomes increasingly necessary to attract and retain good employees. Employee retention encompasses talent management, which is the use of an integrated set of activities to ensure that the organisation attracts, retains, motivates and develops the talented people it needs. It is assumed that talent management is only concerned with key people. Smilansky (2005) states that it is aimed at improving the calibre, availability and flexible utilisation of exceptionally capable (high potential) employees who have an impact on business performance. Retention rates measure what is wanted rather than what is undesirable (Armstrong, 2006).

2.4.3 Human Resources Management in Small and Medium Enterprises

Most SME owners believe that professional HR management resources are applicable only to larger scale businesses. Plausibly, the limited number of employees employed in SME sectors and the non-existence of labour unions in a majority of industries operating in SMEs sectors may not force managers to consider the necessity of implementing professional practices into the human resources field. They appear quite uninformed of the negativities linked with repeated recruitment, employee turnover, poor work performance, inadequate training facilities and poor wage compensation (Sundar & Kumar, 2012). Kotey & Slade (2005) studied the relationship between the

size of a company's adoption of HRM practices and verify that firms involuntarily start implementing HR practices only as the units grow in size Taylor (2014) further state that managerial ineffectiveness, specifically HRM, is the main reason for smaller firm failures. It is hence not surprising that research on HRM in small organisations has only recently started receiving attention.

2.5 Conceptual Framework

The major variables of this research include remuneration, working conditions, skill recognition, job content, opportunities for career progression, superior-subordinate relationships, social atmosphere, as well as provision of coaching and mentoring.

These variables are seen as independent and will be examined in terms of the effect they have on employee retention at Kunene Health Care. The conceptual framework is an overview of principles and ideas that are meant to help the writer in understanding and developing the circumstances being analysed as well as to communicate them.

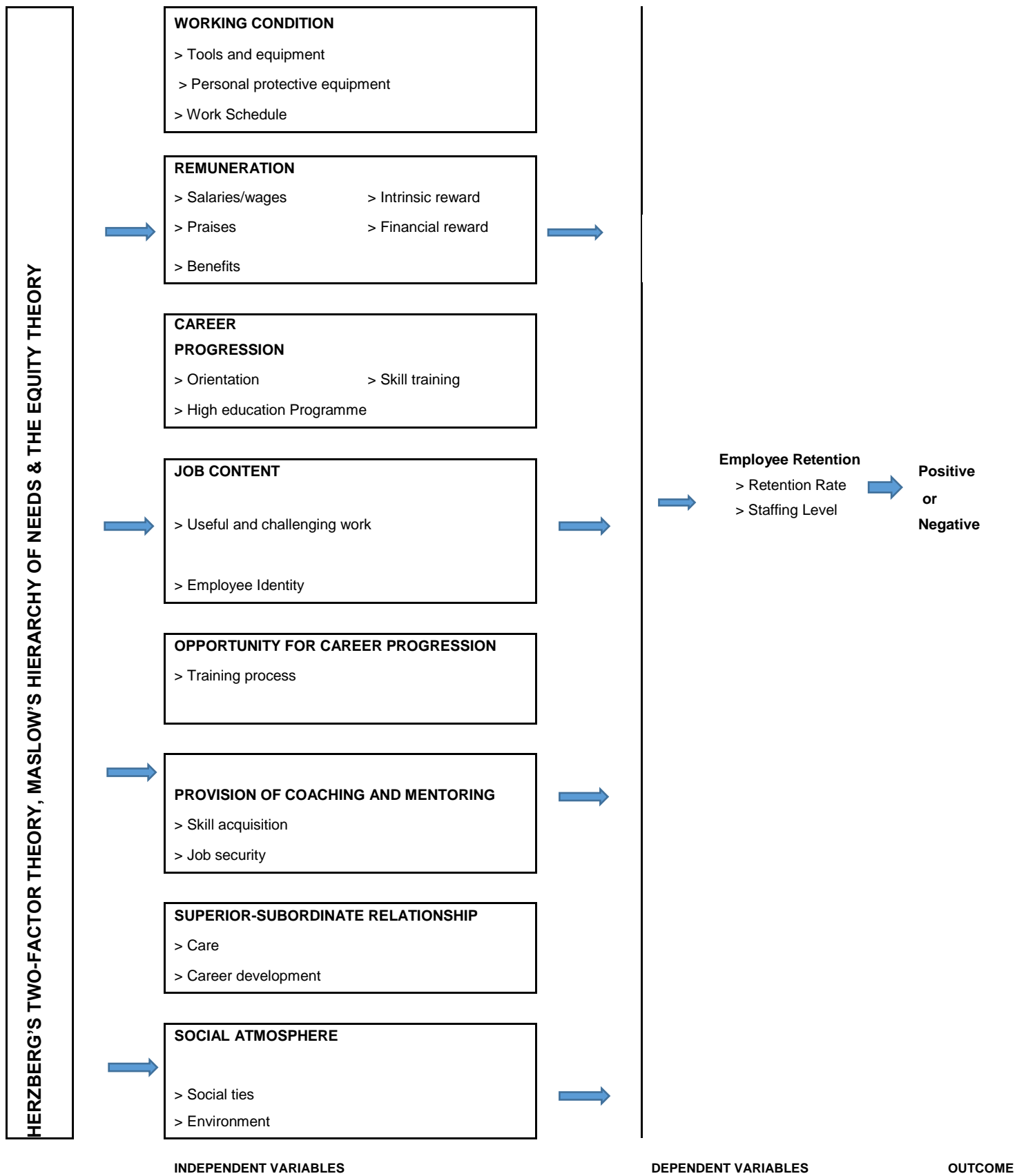


Figure 2.3: Conceptual Framework

(Source: Researcher's own interpretation)

Figure 2.2 illustrates that an employee's retention framework is made up of retention strategies which will impact positively or negatively on the outcome. For example, employees will leave if they are not satisfied with the way they are treated by their superiors. It is clear that a positive influence on the strategy itself will result in a positive outcome as an effect on employee retention. For example, if employees are engaged, and motivated by working conditions in the company, retention will increase, thus showing a positive outcome.

2.6 Summary

Voluntary turnover can be worrisome for managers and administrators due to the costs of replacing them. Taylor (2014) points out the causes of higher employee turnover in organisations as: employment practices; managerial and leadership styles; a lack of employee recognition; a lack of systems to competitively compensate employees and a toxic workplace environment. Other reasons are a lack of job security, lack of interesting work, lack of promotion and non-existence of opportunities for adequate training and development.

Turnover of employees is common within companies, and it is part of what companies go through. It can be beneficial to some extent; however, an excessive turnover rate may cause company dysfunctionality (Armstrong, 2004). Ananthram, Nankervis & Chan, (2013) claim that the leaving of an employee has several other effects that impact not only on the company, but the employee and the society at large. These effects can be both negative and positive, the greater the understanding of turnover the greater the influence by both employees and companies. As per Armstrong (2004), a minimal employee turnover is beneficial to the organisation as it lessens the retrenchment task, and also permits new employee recruitment from an available workforce from outside, hence averting 'inbreeding' within the company and allowing for the generation of fresh ideas as well as new innovations from new employees.

The rate of turnover in employees is determined by the industry, the remuneration, the employee, or workforce size in an organisation. Gill, Ahmed, Rizwan, Farid, Mustafa, Saher, Bashir & Tanveer (2013) dispute that the index of company effectiveness is employee turnover, and therefore employee turnover warrants understanding and attention. Technology, material type and HR are the success determinant for any

company, however material and technology have no ability to operate in isolation. HR is essential for them to work so that the company can perform efficiently and effectively (Sheehan, 2013).

Due to the current economic state of globalisation, liberalisation competition and information overload, it is important for companies to improve the 'value add' for their workers. It has been proven that the necessity to motivate employees to stay in companies is essential, but employees need to also be encouraged to produce more than just minimum efficiency (Sheehan, 2013). A number of management and psychological philosophies are available in relation to the job content type that will intrinsically fulfil employees, whilst attempting to reduce turnover. Some of these theories include Hackman and Oldham's job characteristics.

Nonetheless, a high rate of turnover of professionally skilled employees poses a risk to the organisation because of the intellect (training, skills and knowledge) that is lost in the process, especially since the employees leaving the organisation may get employed by competitors in the same industry, meaning that turnover does not only affect organisational cost but affects its competitive advantage as well (Sheehan, 2013). The following chapter discusses the methodology used in the study.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

The previous chapter focused on reviewing literature regarding employee retention strategies available for companies in combatting employee turnover. This chapter discusses the methodology used in this study. The main purpose of this study was to investigate factors affecting employee retention at Kunene Health Care. The intention was not only to contribute to existing research, but also to provide valuable information to Kunene Health Care as a small business, in order to improve employee retention strategies and keep employees of value. The research design, research area, target population, sampling technique, data collection instruments, data analysis, and presentation are all discussed in this chapter.

3.2 Aim of the Study

The main aim of this study is to investigate factors leading to the increase in resignation rate, which has seen the company spend an excessive amount of money on the replacement of employees as well as on orientation, induction, and training costs. Kunene Health Care is a private entity which is situated in Sandton, the business hub of Johannesburg in South Africa. This research examines the impact of some of the HRM policies with regard to increased employee turnover at Kunene Health Care, the findings of which aim to assist Kunene Health Care identify problem areas and improve their employee turnover rate. Additionally, this may result in cost savings as well as an improvement in productivity.

3.3 Research Design

As presented in the literature review, the issue of employee retention is a challenging and complicated one which managers often encounter. For this reason, the research objectives that were outlined in the first chapter are pursued through the use of descriptive research methods. According to Locklear (2012), the aim of descriptive research is to cast light on present issues and problems through the collection of data processes that facilitate a completely description of the situation at hand. Frels &

Onwuegbuzie (2013) argue that descriptive research methods are effective in analysing qualitative issues and detecting occurrences in a natural environment. Descriptive methods also allow for the integration of quantitative and qualitative data collection methods (Zvonkovic, Goldberg, Sharp & Larossa, 2015).

3.3.1 Quantitative Research

The American Intercontinental University (2012:6) stated that quantitative research methods pertain to things that can be counted. Therefore, quantitative research involves research methods which produce numbers that can be transformed into statistics. Bernard (2011), however, argues that quantitative methods are not flexible – the data collection tools involved are more rigid in order to elicit and categorise responses. The set of survey questions in the case of this study only allow for fixed responses which prohibit the probing of answers by the researcher in order to expand and drill into more personal experiences and knowledge of participants (Creswell, 2013). According to the American Intercontinental University (2012) quantitative methods have analytical objectives, which are to quantify variations, predict causal relationships and to describe the characteristics of a population without considering the individual experiences of the participants, and their relationships to the phenomena being researched. Hence, closed-ended questions are used which require straight answers that do not allow the participant to be elaborative (Frels & Onwuegbuzie, 2013).

3.3.2 Qualitative Research

On the other hand, Muchinsky (2010) points out that qualitative research allows the investigator to play an active role when interacting with the participants he/she intends studying. Qualitative research methods aim to answer questions that begin with terms like: “How many, where, when or how often”. (Qu & Dumay, 2011:89).

Qualitative methods create an environment where the researcher has space to understand the feelings, behaviours, attitudes, and experiences of the participants in a broader context, incorporating variables, different meanings, and constructs of the

issue being investigated (Locklear, 2012). Leedy & Ormrod (2014) mention that, in order to examine real-life context and have an opportunity to gain insight and develop knowledge which can add to the world while also discovering challenges that exist, one must apply qualitative methods to their research. Qu & Dumay (2011) are also in support of the qualitative method since the investigator can probe observations and answers by obtaining explanations, beliefs, descriptions, and behaviours from experiences, all of which are more detailed, and therefore significant to data collection. Merriam (2009) on the other hand also highlights that the intention of the qualitative research is to gain an understanding of peoples' understandings in relation to the topic under investigation.

According to Qu & Dumay (2011), qualitative research has numerous instruments to select from. The choice depends on the focus of the research project – there are essentially three data collection methods conducive to qualitative research: in-depth interviews; open-ended, direct observation; and analysis of documents. Bansal and Corley (2012) define qualitative research, however, as an approach that is 'messy'. Leedy & Ormrod (2014) agree, adding that, due to the ethical and political risk that the researcher encounters throughout their research, this method never goes as planned. Leedy & Ormrod (2014:14) suggest that applying a qualitative approach requires examination of the difficult phenomena which occur in a "real world". Qualitative research has no standard format regarding presentation, and, therefore, the researcher has to be creative in the way results are presented (Bansal & Corley, 2012). Narratively, telling a story using data is a key component of qualitative research methods, of which both emergent and current theory is covered, and which can be used from collection of data to analysing, through to the presentation of the findings (Roy, Zvonkovic, Goldberg, Sharp & Larossa, 2015).

While there is no absolute consensus from researchers with respect to an acceptable methodology and analysis utilising qualitative design, solid grounding in the phenomenon remains a key characteristic of the approach (Bansal & Corley, 2012). The journey of the researcher in investigating and interpreting the phenomena is unique and non-linear, with each researcher having the freedom to choose from a range of methods, types of interviews, and analysis techniques (Locklear, 2012). This approach has recently become more popular in a range of disciplines, whether the

study is cultural, biblical, social, health-related, sociological, biological, political, or historical (Roy, et al., 2015; Leedy & Ormrod, 2014).

As Shaw (2011) suggests, qualitative research methods are helpful since it allows for the researcher to probe further. It was important for the investigator get closer to the employees of Kunene Health Care in order to gain an understanding of the issue under investigation. A qualitative approach also assisted in being able to penetrate employees' logical thinking, and being able to interpret what employees understood to be their truth.

Frels & Onwuegbuzie (2013) identify quantitative research evaluates objective data which consists of numbers and uses a process of analysis that is based on complex structured methods to confirm or disapprove a hypothesis. They differentiate this from qualitative research, which uses aims to understand the issues at hand by dealing directly with participants who have first-hand experience in the matter and uses unstructured interviewing and a detailed observation process to gain better information and perspectives on the issue (Frels & Onwuegbuzie, 2013).

The study was able to obtain and observe the experiences, views, feelings, and ideas of Kunene Health Care employees as the key participants in the study through the use of qualitative methods – the researcher was able to probe into responses and observations in order to obtain detailed descriptions and explanations of experiences, which was crucial to data collection. This study utilised the qualitative research method.

3.3.3 Mixed Methods

Mixed methods or triangulated research employs a combination of qualitative and quantitative approaches (Creswell, 2009), which involves the collection, analysis, and interpretation of qualitative and quantitative data, and draws information from the data to form a cohesive conclusion (Leedy & Ormrod, 2014). This method of research is growing in popularity due to the natural evolution of research methodology, especially where issues are so complex that neither qualitative nor quantitative approaches are found to be adequate (Creswell, 2009). The mixed method approach is, understandably, very challenging, and researchers are generally advised to use the

approach only after they have gained some research experience using the other approaches (Leedy & Ormrod, 2014).

3.4 Research Paradigm

This is defined by Patel (2015) as a set of collective views and agreements that scientist share among themselves about how to understand and address certain problems. According to Patel (2015), there are commonly three types of research paradigms. Positivists are most likely to use quantitative methods to measure the single reality that they believe exists and can be measured. Constructivists use qualitative methods to measure across multiple realities – they believe that there is more than one single truth or reality. Pragmatists use methods that solve problems because they believe that reality is renegotiated, interpreted and debated constantly (Patel, 2015). This study followed a constructive/interpretative research paradigm as there is no single reality about retention strategies and solutions to the problems involved. The aim of the research was to investigate challenges impacting employee retention at Kunene Health Care – there is no singular solution to these challenges, therefore a number of possibilities had to be investigated and explored.

3.5 Research Area and Study Settings

The study took place at Kunene Health Care, a private company based in the Northern suburbs of Johannesburg South Africa. This area exists under Sandton, the biggest business hub in Johannesburg and in South Africa. The interview questions were drawn from the factors affecting retention as discovered from the literature review. Interviews were conducted on a one to one, face to face basis with all the respondents.

3.6 Target Population

According to Frederic (2010), a target population is the entire group of participants, either hypothetical or real people, objects or events from which the researcher desires to generalise from and reach conclusions. The target population for this study was the employees of Kunene Health Care. It included employees both on contract and permanent positions, totalling 30 employees. All the departments were represented – Finance, HR, Operations, Contracts, Sales, and Projects. Interviews were conducted

with the most knowledgeable employees, including the Senior Managers, Middle Managers, and other skilled employees.

The employees are segmented according to the following categories:

Category	Target Population	Percentage
Top/Senior Management	3	10%
Middle/Department Management	8	27%
Team Leaders/Supervisors	4	13%
Skilled Employees	15	50%
Total	30	100%

Table 3.1: Target population

Table 3.1 (above) illustrates that Kunene Health Care has a total population of 30 employees, who are employed in different departments of the organisation. It was noted that majority (50%) of employees are classified as skilled employees.

3.7. Sampling Technique and Sampling Size

Denning (2012) defines sampling as the process whereby a reasonably small number of objects, individuals, or events gets selected and examined to find something out about the total population the sample was drawn from. The number of total respondents to this study was 15 employees – a figure which was derived by using a 50% ratio of the total population. Mugenda & Mugenda (2007) suggest that a 10% to 30% ratio of the total population is sufficient for descriptive studies, with the study meeting this requirement. The population of this study was not large, and therefore, in order to derive more accurate results, a 50% ratio was used. The study used purposive sampling – a judgment-based sampling technique whereby a selection is made based on the populations' knowledge. In this study the respondents were purposely selected based on the value they would provide towards the results. Respondents were selected according to the four categories mentioned earlier, which were top / senior

management, middle / department management, team leaders / supervisors and skilled employees.

An illustration of how the purpose sample was derived is presented in Table 3.2 (below):

Category	Target Population	Sample Selected
Top/Senior Management	3	3
Middle/Department Management	8	3
Team Leaders/Supervisors	4	3
Skilled Employees	15	6
Total	30	15

Table 3.2: Sample selection

As indicated in table 3.2 above, 100% of the top/senior management was selected because they are the main decision makers, and the challenges of retention can only be overcome if they buy into the idea of investing in the suggested retention strategies.

3.8 Data Collection Instruments

Creswell (2009) recommends that researchers follow the following steps in collecting data: defining the study boundaries, collecting data through conducting in-depth interviews, utilising documents, and constructing a protocol for information recording. The key qualitative research methods generally cited are interviews and observations (Leedy & Ormrod, 2014). Interviews give the researcher better understanding of social phenomena, while questionnaires can be useful in the study of new phenomena where knowledge is limited (Gill, 2008). Creswell (2009) indicates that the types of research interviews are: structured, semi-structured, and unstructured interviews. The verbally-conducted interviews can be any of these three types, and can be done telephonically, face to face, or even via email (Creswell, 2009).

The study at hand aims to establish an understanding of the challenges impacting employee retention at Kunene Health Care as a small company, which meant focusing on the human aspect of behaviour and characteristics by investigating individuals' experiences, feelings, opinions, and perceptions (Leedy & Ormrod, 2005). The chosen method of gathering data was to interview the selected participants using a semi-structured approach, where the largest part of the interviews were guided by a list of questions and issues to be explored.

Ethical clearance was obtained from the university prior to commencing the interviews (see Appendix 3). Both primary and the secondary data collection methods were used in this study and are elaborated below.

3.8.1 Primary Data Collection Method

Gqaji (2013) notes an advantage of using primary data sources to collect data as being that instruments, such as interview questions, are customised to the particular study being researched, and are available for analysis once the data has been gathered. Primary data collection requires that the researcher collects data themselves, affording them an opportunity to observe feelings and attitudes which cannot be drawn from secondary data such as documents. Interview methods were thus used to get multiple perceptions regarding challenges affecting employee retention at Kunene Health Care.

3.8.1.1 Interviews

There are both advantages and disadvantages to using an interview method, an advantage being that it allows face-to-face interaction with the participants, where the motive for the research and questions can be explained and clarified (Leedy & Ormrod, 2014).

The researcher conducted interviews with 15 employees of Kunene Health Care on a face-to-face basis. Employee turnover at Kunene Health Care affects all the employees, but the middle and senior managers are the ones who resign often. It should be noted that the entire population of senior management was selected as well

as the entire population of team leaders. This is because employee turnover levels were higher regarding team leaders, and the senior managers were believed to have knowledge regarding the causes of employees leaving. The interviews took place at the offices of Kunene Health Care and took place between 15 August 2017 and 7 September 2017.

Respondent	Occupation Category	Gender
R1	Senior Management	Female
R2	Skilled Employees	Female
R3	Senior Manager	Male
R4	Middle Management	Male
R5	Skilled employees	Female
R6	Middle Management	Male
R7	Skilled Employees	Female
R8	Middle Management	Male
R9	Skilled Employees	Female
R10	Senior Management	Male
R11	Team Leader	Male
R12	Skilled Employee	Female
R13	Team Leader	Female
R14	Team Leader	Male
R15	Skilled Employees	Female

Table 3.3: Details of Respondents Table

Table 3.3 shows the gender and occupation category for all the respondents. As mentioned before for the purpose of the study 15 employees were interviewed.

3.8.2 Secondary Data

This method included a review of numerous documents regarding employee retention strategies/factors that employees and management kept in employee and company files, involving minutes of previous meetings, and reports. This data assisted in

deriving the actual rate of employee retention, as well as the factors affecting employee retention.

3.9 Data Analysis Methods and Presentation

Qualitative data analysis was used, involving logical and factual interpretation, explanation, and comparison of the findings. The data were obtained through respondent responses and were transcribed by the researcher. Leedy & Ormrod (2014) contend that a qualitative research approach allows flexibility in the methods and techniques that the researcher can use to analyse data, emphasising that there is no single correct way. Qualitative research is a non-linear and inductive approach, and the analysis process, according to Creswell (2009:183), requires the researcher to “make sense out of the text and image data”. While data analysis and interpretation are two distinct steps, they are closely linked and most times engrained in the data collection process (Leedy & Ormrod, 2014) – a view shared by Creswell (2009), who describes gathering of data, formulating interpretations, and writing reports as concurrent actions. Thereafter, data is analysed to identify patterns, utilising a thematic coding system (Bowen, 2005), sorting and categorising the data through inductive reasoning (Leedy & Ormrod, 2014).

Saldana (2013) describes coding as a technique that is devoid of particular formulas, yet it enables one to analyse and interpret data through exploration and problem solving, leading the researcher to establish the data related to the subject of research. Data obtained through qualitative research is rarely conclusive, but rather suggestive, according to Sofaer (2012), who cautions against the temptation for researchers to move too quickly in producing written summaries of the general impressions gleaned from the interview transcripts. This can make the distinction between what was heard and read, and the themes that were identified, blurred. Sofaer (2012) goes on to suggest that the researcher should utilise an analysis process that is deliberate and systematic. The following steps were therefore followed regarding data analysis, and were from what Leedy & Ormrod (2014:365) call, Creswell’s “data analysis spiral” – moving from the specific to the general (Creswell, 2009):

- i) The researcher engaged in the practical preparatory actions to facilitate the data analysis process, such as transcription of the interviews, sorting the various data types, and so on.
- ii) The data were then read several times in order to gain a general, holistic picture of what the participants were expressing. The researcher recorded some general thoughts and interpretations that began to emerge from the responses.
- iii) A more detailed analysis was conducted whereby the data were organised into different segments of the texts, or general categories and themes – a process called coding.
- iv) The codes were then utilised to develop the themes or categories for the analysis process, as well as a description of the setting. The themes would ultimately be reflected as the key findings in the research and were shaped into a general description.
- v) The researcher indicated how the qualitative narrative would be structured by referring to the description and themes that emerged from the analysis, the most commonly-used approach being the narrative passage. This can take one of the following forms: a narrative of the chronology of events, an in-depth description and exposition of the key themes, or a description of interconnecting themes.
- vi) Formulating an interpretation of the data, or “making sense of the text”, was the final step of the analysis process. Creswell indicates that interpretation in qualitative research can be accomplished in a variety of ways to suit various research designs. The critical question to be answered through the interpretation of the data is: “What lessons have been learned?” (Creswell, 2009).

Guest, MacQueen & Namey (2012) recommend that the output of an applied thematic data analysis should be used as recommendations for an intervention programme and policy for bringing about change and improvement. Hence, the thematic analysis in this study is critical as the researcher wishes and hopes that the study outcomes, as outlined in various themes, will influence programmes aimed at improving employee retention at Kunene Health Care.

3.10 Trustworthiness

For any research to be acceptable, and for its findings to be useful, it has to be credible, transferable, confirmable and dependable. The researcher must vouch for the confirmability and accuracy of the findings, as well as the trustworthiness of the approach used, which speaks to the consistency of the approach across different researchers (Creswell, 2009). Various strategies for ensuring validity and reliability are used across various research, and a combination of some of them was used in this study based on the in-depth interview data collection method, which was the principal method. The data collection method of the in-depth interview was dictated by the nature of the research problem, which meant that attention had to be given to ensuring the credibility of the process and the findings (Creswell, 2009). This was especially given that the raw data were in the form of interviews and documents.

Due to the singular data collection method, triangulation of different data sources was not possible to validate the themes chosen. However, care was taken to ensure that there was convergence of the various perspectives articulated by the participants, which contributed to the validity of the study (Creswell, 2009). Detailed descriptions of the setting, as well as different perspectives of the themes were given, which hopefully demonstrates the trustworthiness of the findings. Care was also taken to ensure that the interview instrument reflected questions that were specific to the research problem, and that all the participants were asked the same questions during the data collection stage. Furthermore, the interview transcripts were checked meticulously for accuracy, which was time-consuming, but necessary. During data analysis, the coding of the data was constantly monitored to avoid any change in meaning during the formulation of the codes. Care was taken throughout the interview process especially, to allow the participants to express themselves freely without imposing the researcher's opinions and views on the questions that were asked.

Cho & Trent (2006) define validity in qualitative research as an interactive process between the researcher, the participants, and the collected data, that is aimed at achieving a relatively higher level of accuracy by means of analysing the facts, feelings, experiences, values, and beliefs collected. Trustworthiness of data is certain because the researcher understood the industry and as well as the subject – the researcher is an employee of Kunene Health Care.

A qualitative method was suited to the research and addressed the research questions fully. Measures that were taken with respect to the data collection instrument in ensuring trustworthiness were that (Creswell, 2009): the questions were specific to the intended study and not confusing for the participant; the interview questions were set in simple language that was understood by all participants; and there were no leading questions.

3.11 Ethical Considerations

According to Singh & Wassenaar (2014), ethical issues are crucial to research, particularly if the research involves people. They advise that all researchers follow certain ethical principles, and that participants be treated with respect by the researcher. They further suggest that participants should volunteer to take part in the study and must be able to withdraw at any time. The researcher should not harm the respondents and other people around them – it is the responsibility of the researcher to think about whether the study will do any harm emotionally, physically, or socially. Furthermore, the research should be of benefit to the respondents, other researchers, or society, either directly or indirectly (Singh & Wassenaar, 2014).

A gatekeeper letter was obtained from Kunene Health Care and the Informed Consent Form (see Appendix 1) was given to the respondents to sign. The form explained to the respondents what the study was about and highlighted that they could voluntarily participate and withdraw at any time.

3.12 Summary

This chapter focused on the research methodologies used for the study at hand. A qualitative research approach was adopted with the anticipation of generating new knowledge and positively contributing to Kunene Health Care employee retention levels. The method of analysis and the purpose of conducting interviews, instead of questionnaires, were emphasised. The sampling method, data collection, and analysis techniques were also highlighted. It was deemed imperative to undertake interviews for this study in order to gain peoples' insights regarding the topic. The next chapter detail the data analysis and findings of the study.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter outlines the factors affecting employee retention at Kunene Health Care – the healthcare equipment distributor in Johannesburg South Africa. The study targeted a sample of 15 respondents, of which all 15 responded, so resulting in a 100% response rate. As indicated in the previous chapter, the nature of the research problem allowed the interview method to be used as the data collection instrument, and so all 15 interviews were held on a face-to-face basis with employees of Kunene Health Care.

The data outlined in this chapter aimed to answer the following research questions:

- i. What are employee retention strategies at Kunene Health Care?
- ii. How strategies for employee retention are designed and then implemented at Kunene Health Care?
- iii. What are the effects of retention strategies at Kunene Health Care?
- iv. What is the solution for effective employee retention at Kunene Health Care?

In addition, the researcher felt it necessary to gather general information from all respondents, and this included age, gender, education level and length of service – as illustrated below.

4.2 General Information and Background of the Respondents

This information was essential to gain a general image of respondents, from which data were gathered. It included the gender of the respondents, their age, level of education, and length of employment.

4.2.1 Age of Respondents

The results are shown in Figure 4.1 (below):

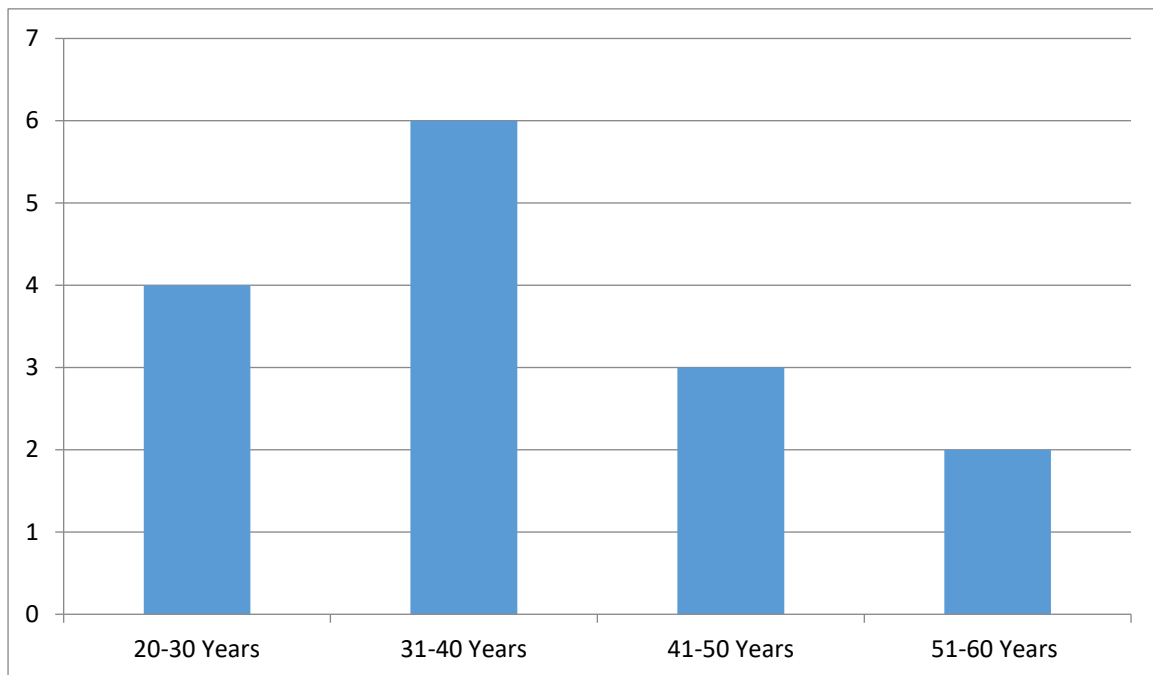


Figure 4.1: Age of the respondents

The study urged all respondents to indicate the category of their age, and from the findings shown in Figure 4.1 above, 40% of the respondents fell between ages 31 to 40, 27% fell between the ages of 20 to 30, 20% fell between the ages of 41 to 50 and 13% fell between the ages of 51 to 60 years old. From this we can determine that the respondents' ages were well distributed.

4.2.2 Gender of the Respondents

The results are shown in Figure 4.2 (below):

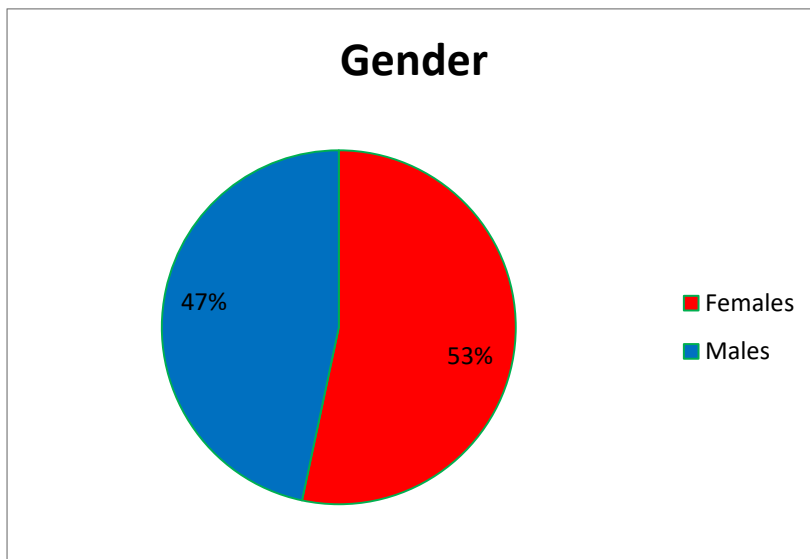


Figure 4.2: Gender of the respondents

The study asked respondents to specify their gender, and from the findings, the study established that most respondents – approximately 53% – were females, whereas 47% of respondents were males. This shows that both genders were well represented in this study, and that the finding of the study did not suffer from a gender bias.

4.2.3 Highest Level of Education

The results are shown in Figure 4.3 (below):

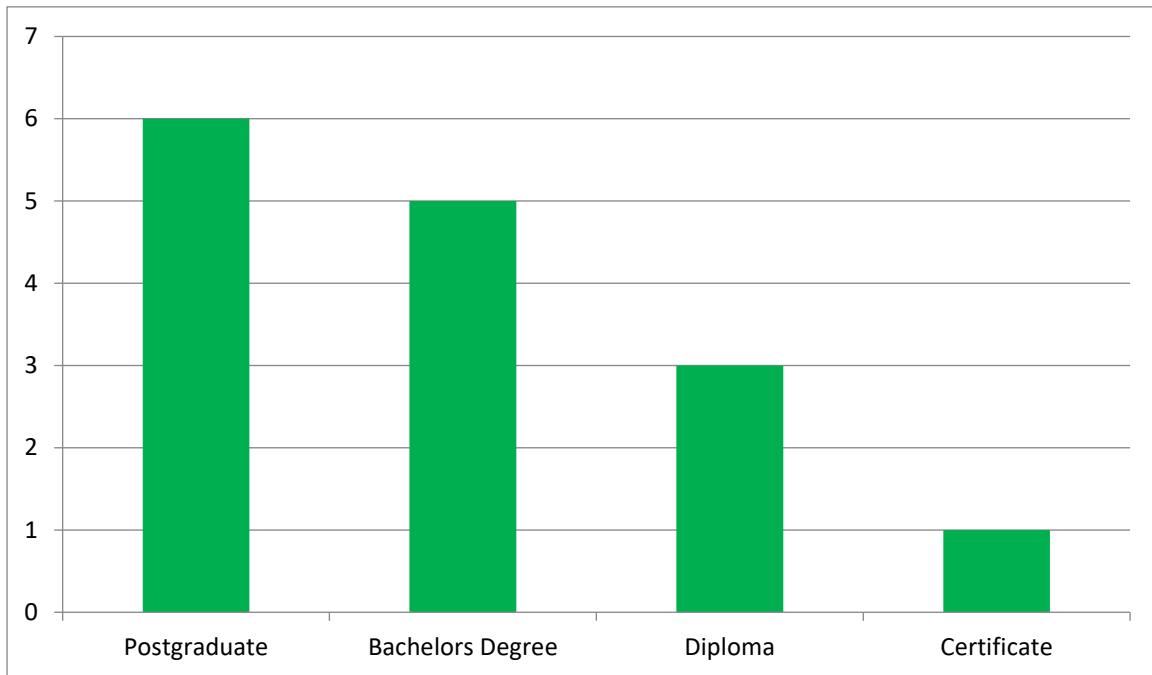


Figure 4.3: Highest level of education

The study asked respondents to specify their highest level of education, and from the findings, 40% of respondents indicated their highest level of education as postgraduate, 33% of respondents had a bachelor's degree, 20% of respondents had a college diploma, and seven percent of respondents has a college certificate .This is an indication that the majority of the employees engaged in this research were well educated, and thus were thus confident in their ability to read, understand and answer questions accordingly.

4.2.4 Period of Service in the Organisation

The results are shown in Figure 4.4 (below):

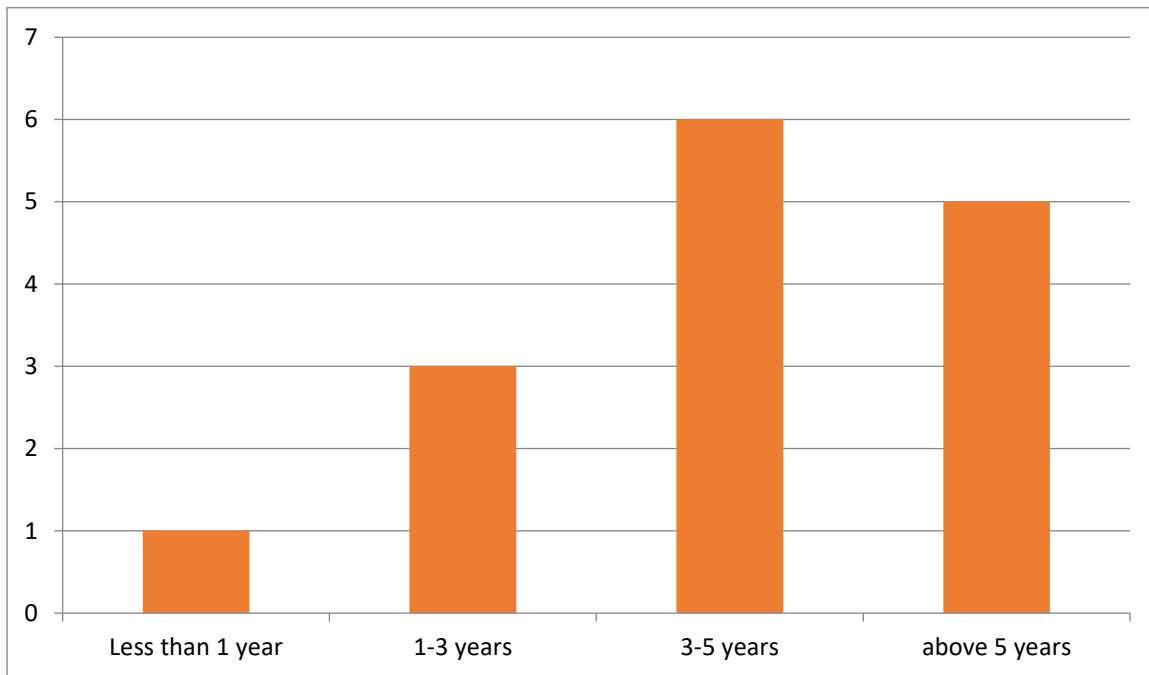


Figure 4.4: Period of service in the organisation

This study requested the respondent to indicate the number of years they had served at the organisation. From the research findings, most of the respondents – 33% – had served in the organisation for more than 5 years, 40% of respondents had served for a period of 3 to 5 years, 20% of respondents had served for a period of 1 to 3 years, and only seven percent of respondents had worked with the organisation for a period not exceeding 1 year. This is an indication that most of the respondents had served for a considerable period and thus were in a position to give credible information relating to this study.

Various employee retention challenges faced by Kunene Health Care were identified on the data analysis, from primary (interviews), and secondary (company documents) data. The data on the interview transcripts was analysed using the thematic approach, and the following major themes and sub themes were revealed:

4.3.1 Working Conditions

Most participants indicated that the working environment had a big impact in considering whether to stay or leave Kunene Health Care, and that a working place should be safe, and have proper structure. The most important element regarding working conditions was flexible hours of work. Most employees at Kunene Health Care were in their late 30's, which meant that they are at a stage in life where building and sustaining their families was the most important part of their lives, and that they would appreciate a working environment where flexible hours were allowed. Kunene Health Care working hours currently are between 8:00am to 5:00pm, Monday to Friday, and standard for all employees.

One respondent stated that:

“There is absolutely no reason for all employees to work the same hours since our key outcomes are not the same. We do not deal with the same stakeholders. For an example, a project related job includes visiting hospitals to check if the installation was carried out correctly. Sometimes one is unable to do his checks because doctors and nurses are busy with the equipment during the day and the only times available are from 3pm till late. If the company afforded us flexible hours, I would take my child to pre-school first before coming to work and that way I would not need a stay in nanny. A 10:00am to 6:00pm shift would work better for me, and I would even beat traffic. A bit of flexibility in terms of the start time and knock off times would really be appreciated”. (R4)

Some female respondents made mention of maternity benefits and job security. The maternity leave policy at Kunene Health Care states that the company pays 40% of an employee's basic salary for four months, while they are on maternity leave. The concern with employees is that the 40% is too little considering that UIF takes too long to release payments, and there are tedious processes to address, before capturing the claim.

One respondent stated that:

“If you work at Kunene Health Care you must not fall pregnant, especially if the father of the child is not supportive, or is unemployed, otherwise you will be making your financial status to move from bad to worse. My husband has been out of a job for a year, and so I am the one taking care of the family. When I heard the pregnancy news I knew I was in trouble. I had to leave my child of three months because I just could not afford to earn 40% any longer. I have not paid my car for two months. I wish I was employed by a big company or a government institution”. (R7)

It was established that employees appreciated the comfort of the working environment including the availability of air-conditioning, heater, proper lighting, a canteen area, as well as clean restrooms. This meant that safety and comfort in the work environment really mattered to employees.

One of the respondents said that:

“It is comforting to at least work in a cool environment. Here we have air-conditioners and heaters. We have a kitchen and a canteen area, with a lady who does the cleaning. Even our toilets are in such a clean state and I appreciate this”. (R5)

4.3.2 Remuneration

This was a major factor regarding employee retention challenges, that almost all respondents made mention of. Remuneration in a form of salary seemed to be the most motivating factor that determined whether employees decided to stay or leave Kunene Health Care — some employees complained about not earning enough, while others felt that the reward and recognition process was unclear, bias, and inconsistent, and that it was not as inclusive of employees as it should be. Some complained about

not being paid according to how other people were paid, and that even the yearly increases were not based on employee performance management, but rather decided on based on the company's financial performance. Employees found this to be an unfair process since if the percentage is flat, from top to bottom, it meant that those who were not performing would still get the same percentage as those that were.

One respondent stated that:

“The performance measurement that we go through, twice a year, is useless because we still get a flat percentage increase rate. For everyone this not only demotivates those who go an extra mile by delivering more than the expectation, but it also makes those who are not doing enough to carry on with the behaviour. I feel like since the company is measuring performance and they are already aware of who their star performers are the recognition and pay should match exactly that. Getting the same increase rate only means those who are earning higher salaries will continue to earn more, regardless of how they are performing.” (R6)

Some employees mentioned that, even though it was not simply about money, the company should implement means of fair pay, a transparent pay process, and clear policies on how pay decisions are made. There are other perks that are a factor in retention, but sometimes unspoken cultural norms, or unwritten rules, prevent employees from taking advantage of them, and therefore undermine their effectiveness as a retention strategy. It became evident that over and above the salary, employees were more concerned with the process leading to pay structures and decisions. What seemed to matter most with the majority of employees was the perceived inequities and inconsistent pay processes, which some alleged were dependent on who you were and not the output you brought as an employee.

Another respondent said:

“Some of us are working for Kunene Health Care for the love of what we do, the love of stakeholders - so we really do not think about salary all the time - but I feel like the company has to conduct a benchmark survey. This will help

them understand what the going rate for each job title is, and therefore make better remuneration decisions. At this point there was just too much of a gap between a highly paid employee and the least paid, even in the same department. Middle managers also do not have a say in these decisions, as these are decided by the top managers. This is the problem that most SME companies face, because what happens is that when the company is still small, things are done anyhow, and the mistake made by the owners is not realising when it is time to change. The bigger the company the more it pays for operational expenditure such as salaries. Kunene Health Care is now big and therefore they should start realising that they are swimming with the big fish now". (R9)

It was evident that the topic of pay was the most controversial topic, whether basic salary or commission. The majority of employees complained that the company was not being fair in their output against input of employees. Succeeding employee retention efforts requires the organisation management to think about things from the team's point of view. All employees wanted to know if they were being paid at, or above, market rates and had good benefits.

Another respondent, a sales executive, said that:

"I do not understand why we should be paid commission based on each product type, because it is true that some products are harder to sell because of competition and other factors while other products are easier to sell. As sales people we should just be paid on overall targets achieved. Right now, I am not motivated because I have reached my quarterly target from which I should be getting a lot of commission but because I did not do well on the films, as an item, I will not be getting as much. The way they have structured their commission is enriching the company at the expense of us as salespeople. When this new structure was introduced they really made it sound so good, but now that I have seen it, I am not happy as I feel like it is dropping my standard of living. Basically, I am not improving, instead I am going backwards, so what is the point of working this hard?" (R11)

4.3.3 Skills Recognition

Most of the respondents agreed that economic times were tough, and understood that recognition did not equate in monetary terms. Since another way of satisfying employees was through verbal recognition, a pat on the shoulder after a job well done, or a mentioning them by name in an email informing everyone of the good work could go a long way. Every person wants to feel appreciated for what they do. It should be made a habit to thank your direct reports when they go the extra mile, whether it's with a sincere email, a gift card or an extra day off. Employees must see that as an employer that you care and appreciate them. Share how their hard work helps the organisation. Some companies set up rewards systems that incentivise great ideas and innovation. If managers hope to increase productivity and efficiency, then it is important to acknowledge work done by employees. It may seem as a small token of appreciation, but it goes a long way in motivating employees to always strive for excellence.

One respondent said that:

“We send emails to our manager when we are having challenges with clients, and so he introduced a system of ringing a bell each time we clock in a sale of more than R500 000. When we achieve our monthly targets, he sends a big thank you email to everyone with a mention of our names. This has made me feel so important and I feel like I am playing a huge role in ensuring that the objectives of Kunene Health Care are archived”. (R15)

Almost every manager can increase their ability to retain employees by developing their management skills. Kunene Health Care should teach its managers about how to value people. This may be more challenging if managers do not already value people and their contributions. The uncertainty of economic changes forces managers to look at other ways of compensating employees, other than through financial rewards. It was observed that some managers did recognise employee skill, and that it was also evident that this was not a standard practice, but rather depended on an

individual manager's own values, as this was not practised across the board and it did not form part of Kunene Health Care employment culture. The departments who practised this were seen as 'lucky' to have such managers.

Another respondent said:

"All that I did was apply my mind and suggested that the company should engage in treasury, where they invest money with different banks so that at least we earn interest instead of having huge balances on the company current account. I then suggested that I was going to run with this to make sure that I do my checks and due diligence to minimise the risk of losses, the senior management listened and gave me a go ahead. I only earned the company R200 000 for six months and I received a big thank you in our quarterly staff meeting. I was so happy because to me I was only just doing my job". (R13)

4.3.4 Job Content

It was found that Kunene Health Care has no form of job swop or shadowing. If you are employed as a sales executive, you will remain one until you get a promotion, apply for another position within the company or leave the company. Some employees felt this resulted in them feeling bored, since some had mastered their current jobs and sought more challenging tasks, or a total move in position. Other employees complained of stagnant and non-attractive jobs, which made them feel as if they weren't contributing to the company's objectives. Some felt that decisions regarding their jobs were taken without their consent, while others felt that the job grading needed to be reviewed in order to ensure that employees consistently feel relevant and wanted.

One of the respondents said that:

"I now can do my job even in my sleep, I feel less challenged and stagnant. This is because I have been with Kunene Health Care for 6 years in the same position. I do not know what to do because I am happy here, but my job is now

boring for me. I have tried to raise this and asked if I could job shadow the finance team but there was never any convincing approval, I do not want people to think that I want to take their jobs, but I really do want to try learn another departments' jobs now. This is not just for the fact that I am bored, but I want to be a general manager one day and should be gathering as much knowledge of how other departments operate". (R12)

It was established that, apart from pay and good working conditions, another important element of employee retention was job content. Employees felt it was important for companies to constantly review their job specification, to either increase or improve the job outlines. This would eliminate stagnation or frustration that employees felt after being in the same positions for long. It would also increase productivity as employees would have a sense of ownership and accountability, knowing that their jobs were being reviewed.

Another respondent said that:

"I do not feel like I am reaching my full potential at the moment. In terms of my job description. Yes, I am doing all that I can and that is my best work. In terms of my skills, however I feel that I have much more to offer the company than I am currently giving". (R8)

4.3.5 Opportunities for Career Progression

Many respondents voiced concerns regarding the availability of learning opportunities at Kunene Health Care. The feeling was that minimum training was given to employees, and that even when it was done, employees did not understand the processes that were followed when selecting a suitable employee. There are points to be scored on the BBBEE scorecard, and SETA refunds some of the money back for training, but Kunene Health Care was not using that as an advantage to train their employees. Employees needed to feel that care and attention was given to them by the company. Smart companies know that people are their most important asset, and

that investment in personal development is an investment in the long-term health of the organisation.

One of the respondents said that:

“One of the less-desirable elements about working at Kunene Health Care is the fact that there is no support in terms of study, no clear career progression guidelines and no interest is shown with regards to employee personal growth. I am not sure if this is because of funds or it is just the ignorance by the superiors”.(R12)

Research has shown that training employees to be well equipped for their current jobs, while preparing them for future opportunities will instil loyalty for the organisation in the mind of an employee. It was evident that Kunene Health Care sees training as an unnecessary expense, which could be avoided since the company could do without it. They, however, took for granted the benefits of well-trained employees whose efficiency was free of doubt.

Another respondent, one of the senior managers said that:

“We are in a process of implementing a proper career progression plan because we have observed that one of the major reasons stated on exit interviews for employees to leave Kunene Health Care is the lack of career progression plans. It should be noted as well that our company is not very big, and we cannot afford to create false expectations to employees. We currently have only one manager per department and only one supervisor or team leader, therefore we must be careful in dealing with this matter”. (R10)

4.3.6 Provision of Coaching and Mentoring to Employees

It was evident through the results that employees at Kunene Health Care value coaching and mentoring and indicated that they receive no formal coaching or mentorship. They highlighted that employees at Kunene Health Care were expected

to handle tasks beyond their capacity, whilst being monitored in terms of performance, with very little career coaching and mentoring. It was evident that the company does not value the wellbeing of employees, and does not ensure that their employees are better people by the time they leave Kunene Health Care. It seemed as though the company had an employee to manager relationship simply based on work for pay, and nothing else. Research shows that employees want to feel a sense of belonging, they want to feel that they are part of a professional family, and that their interests are taken care of. Companies who fail at this, run the risk of losing valued employees to competitors.

One of the respondents, a senior manager said that:

“At Kunene Health Care we strive to employ A+ performers, because we know we do not have enough time to be training, mentoring and coaching employees. We expect employees to take responsibility for their jobs by raising issues of concern whether it be a job-related training need, or even a career coaching need. We are not as big as other companies that will formally appoint seniors into being mentors. We trust that when employees raise issues, the middle managers will deal with those issues accordingly”. (R1)

Another respondent said that:

“When I arrived here I did not know their accounting system, so I had a lot of issues which was translated as a performance issue instead of a training need. If I was not vocal I am sure they would have followed the performance appraisal and I would have probably been out already now. But I knew the difference between non-performance and lack of proper training and coaching. I expected my leader to at least coach me for a few months before I could be expected to do things on my own. There is just no coaching and mentoring”. (R6)

As a small company, Kunene Health Care has other priorities other than training and developing employees. They still want to grow the company and tap into the private sector and this requires huge investments. It is therefore not surprising to discover that they invest less in their people. However, it is important to note that if they do not take

care of their employees they might not live to see the day of their expansion because money will be lost on continuous recruitment and induction cost. The study discovered that employee training does is not even included in the Kunene Health Care year on year budgeting, which clearly shows that they do not deem training as a necessity.

In South Africa organisation are encouraged to contribute to employee skills development and this positively impacts on the organisation's BBBEE scorecard. Kunene Health Care is currently a level3 BBBEE contributor, while this level is acceptable, Kunene Health Care tenders to government and therefore they should thrive to improve their score because competitors are doing the same.

A further respondent said that:

"I have been here for 5 years, I started as the project assistant and I worked myself up, I had a personal drive and I knew what I wanted. My goal is to be the project manager one day, and I know that no one will prepare me for that. I will just carry on studying and observing every chance I get. I really wish there was a platform where we would be mentored and coached on where to go from here. Not every employee will have the personal push and drive to fight for progress and this is where good companies step in. They make you as the employee feel hungry for growth opportunities and you feel indebted to them forever and hence chances of leaving are really very small". (R14)

The expectation at Kunene Health Care is that employees thrive for excellence on their own, unfortunately not everyone has the ability to thrive. Others need a helping hand, a guide and a clear roadmap. If they do not get this from the organisation, they will leave to look for it elsewhere.

Another respondent said that:

"At the end of the day you have to account to yourself. I am not yet where I want to be in life. But one needs to stay sharp and there is no other way to gauge the situation but through self-introspection". (R7)

4.3.7 Superior-Subordination Relationship

This is another factor of retention that was observed as important to the employees of Kunene Health Care. A majority of respondents mentioned that the relation between superiors and subordinates was perfect in some departments while dire in others. The feeling among respondents was that there was no consistency, and that managers were not held accountable for not promoting good employee relationships. It is often said that employees do not leave a job or a company but rather their managers.

One respondent said that:

“I have a meeting with my team every Monday where we communicate goals for the upcoming week, performance for the previous week, and forecasted challenges with solutions. We then have informal one on one’s with my team monthly, as well as ad hoc feedback sessions such as. if [an employee] does well I give them instant praise, the same goes for when he has dropped the ball. The entire company has quarterly meetings where we all meet, and each department presents their achievements, challenges and changes. I feel that on my side I am leading my team well because I communicate regularly and promote an open-door policy so at any point they can call, WhatsApp or email me. I however cannot speak for my colleagues.” (R3)

Employees need to be given timeous and instant feedback, not only when they have done wrong but when they have done well. It was brought up that the standard norm is for managers to call you when you have done wrong to reprimand you yet would not make time and effort to call and praise you when you have done well. This makes employees fear their manager’s office, since they associate it with something that they have done wrong. This is not a healthy employer-employee relationship. Kunene Health Care has to implement weekly one on one meetings with their employees in order to ensure that the objectives of the company are still in in line with those of employees. This will also ensure that there are no build-ups in terms of feedback to and from employees. The company has an open-door policy, but seemingly it is either not understood or simply ignored.

One respondent said that:

“I have not had a one on one with my manager since the last performance appraisal last December. We do meet as a team if and when there are issues with the numbers, otherwise we really do not communicate much. I think my manager is probably too busy and only calls me if there is something wrong that I have done. Anyway, the less you engage with your boss the better, isn't it?” (R2)

Another respondent said that:

“I wish I was engaged with a little bit more as this would really make me feel important and valued. At the moment, if and when we meet it is just the company giving us a report through presentations. I wouldn't say I feel engaged and included in any of the decisions made. What I wish to see more from my manager is constructive criticisms, acknowledgement for the efforts I put in and a push, so I can reach my full potential and be the best at what I do. Some of us hardly get all these from our managers”. (R11)

While teamwork is an important element of company success, and grouping your employees together has advantages in building a 'team' mentality, nothing beats individual attention when it comes to individual motivation. In corporations, this is especially true, since employees can feel isolated or unrecognised in a vast sea of workers. Having weekly one-on ones with a manager would make employees feel truly appreciated and eager to do more to exceed performance goals. This type of individual attention demonstrates that the manager cares about his employees as people, and not simply their work.

4.3.8 Social Atmosphere

Respondents indicated the atmosphere at work was important to them, and that the atmosphere at Kunene Health Care was not hostile and thought it encouraging and fun. They complained, however, about being required to wear formal from Monday to Thursday, with only casual attire allowed on Fridays.

One respondent said that:

“My superiors emphasize the importance of socializing with each other more by holding team-based events. They can be outside gatherings, like parties or group activities, or something simple like group lunches at which people are encouraged to let their hair down and talk casually to one another. If I were to leave, firstly I would miss the people. I have a great team or family with whom we share a common goal and purpose. The sociable environment that is encouraged promotes collaboration, team work and common goal emphasis”.
(R5)

It was evident through results that Kunene Health Care employees are encouraged to be their true selves at work. This eliminated the feeling of having two personalities, a professional and personal personality. Employers that encouraged a strict environment run a risk of losing employees who have a care free personality. Although it is important for employees to draw a line between being serious and playful, research has shown that employees who feel inhibited about expressing themselves will not stay long with such companies.

Another respondent said that:

“I like the idea that we get encouraged to be out and about as the company, with our colleagues, but this is mostly just outside of work. Once we get in the office everyone gets stuck on the work stations. Social atmosphere is not only in relation to the social gathering that we attend outside the office but is mostly about the office environment being more sociable, and unfortunately this environment of ours is really a very serious one. I guess this is because of the

nature of our work environment as we work mostly with just our computers in our little corners. At least the company has created the environment in which we are free to be who we are. They encourage us not to eat at our desk and there is a staff canteen where we eat and socialise". (R8)

4.4 Summary

This chapter presented a summary of the research results. The data were analysed using thematic analysis, and findings were presented in themes and sub-themes. Chapter five will present the discussion of results, and recommendations which follow from this chapter.

CHAPTER FIVE

DISCUSSION

5.1 Introduction

This chapter presents a discussion of research findings obtained from the study, the interpretation, and the explanation of the findings in conjunction with findings established by previous studies. The purpose of the study was to investigate challenges affecting employee retention at Kunene Health Care.

5.2 Key Findings

The findings in the study revealed the following:

5.2.1 Effect of Working Conditions on Employee Retention

The study revealed that employee retention at Kunene Health Care is largely influenced by working conditions. The study found that factors such as a healthy work-life balance, workplace organisation, employment security and the work environment were significant to employees. The study concluded that employees will be demotivated and uncomfortable with poor working conditions, and this may motivate them to start looking for companies with better working conditions. This observation is echoed by Msengeti & Obwogi (2015), who stress that a positive and safe work environment makes workers feel good about being at work and provides the needed motivation for sustaining employees through the day.

The study revealed that a lack of important facilities – including clean restrooms, appropriate lighting, furniture and other health and safety provisions – will result in the employees of Kunene Health Care tiring of the inconvenience. The study also revealed that the environment of employment should abide by the standards of Health and Safety and should be considered safe. This view is consistent with Heneman (2007), who alludes to the fact that one of the most critical elements of any organisation's retention strategy, is having a safe, healthy, positive and clean work environment.

The study further established that flexible work schedules will lead to a healthy work-life balance, and that not only was this important to employees at Kunene Health Care, but it could also help mitigate work stress. The study findings are in line with those of Mathimaran & Kumar (2017), who recognise that flexible working hours were what most respondents raised as a concern, and which played a motivating or demotivating factor in terms of deciding to stay at or leave their organisations. In another study by Halvorson (2015), the findings were similar, as he concluded that to keep employees operating at optimum levels, while reducing absenteeism, companies must help maintain a healthy life/work balance. The study finding is also supported by Kossivi (2016), who suggested that a healthy work-life balance is gradually becoming more central for workers and tends to influence employees' decision to leave or stay in an organisation. Currently, employees want jobs that offer flexible work schedules, in order to be able to take care of their professional and personal life.

5.2.2 Effects of Remuneration on Employee Retention

The study established that remuneration influences employee retention at Kunene Health Care, and that most workers see pay as a big indicator in their happiness at the work place. The second an employee cannot afford to pay their bills, or live a lifestyle of comfort, they will immediately consider whether the job was good for them, or whether it was even for them at all. The study findings reflected that remuneration was the most common factor that could affect employee retention at Kunene Health Care. This is in line with the findings in a study by Shanghvi (2012), who argues that across the board, baby boomers, millennials and generation X-ers all agree that money is a primary factor in an employee's decision to stay or leave an organisation.

Employee compensation and benefit packages act as strategic actions in improving organisational performance, and profitability at Kunene Health Care. This observation is in line with the findings in a study by Howards & Kossivi (2016), who insist that extrinsic rewards (the amount of pay and other benefits) contributes to employee retention. This view is further supported by Marvel, Pitts & Fernandez (2011), who detected that reward and compensation should be considered as the predictor of employee attrition and turnover. Further to these views Kay, Moncraz & Zhao (2009)

specify remuneration turnover and employee commitment, because pay reduces turnover while it increases employee commitment to the organisation. This is however in contrast with Shields & Ward (2010), Gifford, Zammuto & Goodman (2012) as well as Hayes (2009), who argue that remuneration in isolation cannot be viewed as an important factor in employee retention. They suggest that the capability of improved remuneration to enhance retention is only a short-term solution. They further argue that remuneration improvement should be combined with an improved work/life ratio if an organisation wants to improve retention and efficiency, and that this should be considered to be a long-term factor.

The study further recognised that team remuneration awards would improve levels of productivity at Kunene Health Care because team members look forwards to a collective and shared achievement as a team. Pooling employees in a team with a collective goal increases productivity if they are provided worthwhile remuneration – such as bonuses, extra commission or paid-for vacations. This review is, however, challenged by Al-Jarradi (2011), who submits that arrangements of team remuneration may benefit even the free riders, who will be rewarded for a group effort, despite their low or non-existent contribution towards the team effort. He argues that this may cause unnecessary tensions among team members.

The study also concluded that employees at Kunene Health Care would be happy if the remuneration decision process was clear, transparent, consistent and fair. This is in line with Lambert, Lynne & Barton (2013) who concluded that pay decision transparency was cited as a booster of employee retention.

5.2.3 Skills Recognition

The study established that apart from material pay or incentives, employees at Kunene Health Care also appreciate non-material, and skill related recognition, such as a pat on the shoulder with encouraging words from their managers. The study revealed that soft and non-monetary skill recognition goes a long way in motivating employees at Kunene Health Care, thereby enhancing employee retention. Employees appreciate this form of reward as it costs nothing, and can be given at any point, since it does not have to be a quarterly or yearly reward. This form of reward is regarded as the most

pure and free of bias since it does not cost the company any money. These views are in line with the model of total rewards by Perrin (2001) and the views of a world at work study by Zingheim (2007), where they describe total reward as a mix of both non-material and material exchanges between employers and employees, established in an employment relationship, and which was aimed at: preventing employee mistreatment by the employer, creating or enhancing preferred employee engagement levels, as well as retaining fruitful employees. Perrin (2001), further specifies that the total pay model consists of four components of reward, which are grouped into two categories of tangible (financial) and relational (intangible or non-financial) elements of reward.

The structure of total rewards has developed overtime, with different individuals identifying key elements that make up total rewards. Zingheim (2007), defines total rewards as consisting of elements of compensation, benefits, work life, performance and recognition, development and career opportunities. He identifies four elements of pay and bonus, benefits, learning and development and the work environment which make up the Perrin model of total rewards (Amstrong, 2012). The same view is shared by Levoy & Yazinski (2009), who argue that companies have other ways of recognising talent and skill, other than financial benefit. They suggest that companies can promote from within and use presentations to recognise employees. They also submit that motivated employees are willing to work productively and efficiently, as opposed to employees with a low level of motivation

5.2.4 Job Content

The study identified that the content of an employee's job is also one of the factors of employee retention at Kunene Health Care. Employees will be unhappy if they feel that their skills and experience are underutilised. Employees at Kunene Health Care will be committed and strive to deliver more than expected if they feel responsible for the outcome of their job, have a sense of worth in their job, and if they believe that their work put their skills to good use. While employees want their jobs to be fun and exciting, they also want their jobs to be challenging, meaningful and purposeful. These views correlate with those of Kossivi, Ming-Xu and Kalgora (2016), who stress that

increased responsibility and control of work coupled with clear motives and clear delegation of duties enable employees to handle their tasks and deliver on expectations. Shanghvi (2012) also supported this view when he mentioned that one of the main reasons for turnover was when employees felt the job was below what they had expected, or they feel there was no alignment between them and the job.

The study also revealed that employees at Kunene Health Care would become bored when faced with the same job for too long. They would also feel that their professional life was becoming stagnant. This view is in line with that of Shanghvi (2012), who submits that job descriptions need to be reviewed timeously, to ensure that the employee still felt valuable and challenged. Job descriptions should also be drafted with a retention purpose in mind, in order to ensure that employees are happy and able to carry out their job description.

5.2.5 Opportunities for Career Progression

The study discovered that career progression opportunities influence employee retention at Kunene Health Care to a large extent, revealing that developmental activities focus on preparing an employee for future job responsibilities, whilst also stimulating their current job performance capacities. Training involves giving employees the knowledge and skills required to carry out a job or task at hand while also attempting to positively influence the employees' attitude. This is in line with the findings in a study by Kossivi, Ming-Xu & Kalgora (2016), who submit that professional development is also an important employee retention factor. They concluded that employee retention is higher in companies that offer proper training. This is also correlated with Freese (2013), who identifies career growth opportunities as an important reason for whether an employee decides to stay or leave an organisation. He further identified effective factors affecting career progression opportunities, namely: internal promotion, advancement plans, and correct career previews. To support this view, Cardy & Lengnick-Hall (2011), also discovered that developmental opportunities can positively influence an employee's commitment to stay with the organisation.

This further revealed that different training types may be engaged in building and reinforcing high involvement with work processes at Kunene Health Care. Programmes of formal training ought to be utilised as an effective means of directly transferring values and organisational goals to groups of employees, in order to realise common values and stimulate network construction, between supervisors or managers and subordinates. This view is supported by Half (2017), who stresses that group training can enhance collective knowledge, team participation and overall employee expertise. Informal training on the other hand can be used as a tool for transfer knowledge from an experienced employee or mentor to a less experienced or new employee. This submission matches the findings of Radakovic & Antonijevic (2013), who state that informal training is a form of acquiring skills and knowledge. They submit that this form of training was taught through work and life experience from job specialists, colleagues at work, through manuals, internet, guidelines as well as professional networks.

The study further revealed that progression in career at Kunene Health Care would help in creating employee loyalty and commitment which will in turn increase employee productivity. Workers need to be supported by career progression pursuits, both within and outside the company. This conclusion is in line with Halvorson (2015), who argues that training opportunities should help employees expand and get better at their current roles. He further submitted that if training programmes are focused entirely on improving performance in their current role, then they are not done for the employee's best interests.

5.2.6 Provision of Coaching and Mentoring

The study revealed that coaching and mentoring of employees is another factor of employee retention at Kunene Health Care that established that employees who were supported and properly led would feel like an asset to the organisation. This conclusion is in line with that of Merrick (2014) who suggests that coaching assists employees in getting the best performance of themselves, a performance which potentially already existed. He further explains that there are two kinds of coaches - an internal coach and a professional external coach.

Employers at Kunene Health Care need to show a level of commitment toward the employee in order for the employee to feel well taken care of. Constantly mentoring and coaching employees is an easy way to show that you care as a manager. Not all employees will have the ability and strength to fend for their own development, and that this was where good organisations come in. The study proved that employees who were mentored and coached were less likely to look for employment elsewhere because they did not want to risk the chance of losing a professional parent. This view correlates with conclusions in a study by Deloitte Research (2012), which revealed that in order for organisations to ensure that they have credible coaching and mentoring programmes, they must ensure that managers are equipped and trained with coaching and mentorship. They further suggest that organisations that are willing to improve employee retention through developed talent and improved employee satisfaction should implement programmes that include both mentoring and coaching in the overall management of talent strategy.

5.2.7 Superior-Subordination Relationship

This study revealed that retention of employees at Kunene Health is affected by the kind of relationship maintained between managers/supervisors and subordinates. The study established that if managers of Kunene Health Care are not well natured toward their employees, employees would be unhappy and likely start seeking other jobs. This view is in line Wagner (2017), who notes that the way employees are led and managed, including the style of leadership, have a direct impact on an organisation's capability to retain its employees. The study further established that if employees feel engaged, involved and respected, they would stay longer in that organisation. The study also found that employees want to feel like part of the value chain in decision-making processes, and that they would likely be unhappy if they felt decisions were only considered at the top. These views also correlate with Shanghvi (2012), who argues that the way workers view the organisation is mostly reliant on their relationship with their managers or supervisors.

The findings in the research by Christeen (2015), emphasise the fact that managers should be good bosses in order to positively impact on employee retention. Heathfield (2014) further specifies that leaders that want to feel engaged with their organisation and hope to improve retention should adopt a participative leadership style. This view was later supported by Kroon and Freese (2013) who also insist that a participative style in leadership plays a major role in employee retention. Heathfield (2011), although not emphasising leadership style, suggests that leadership does have an impact on employee retention. They further noted that supervisors and managers play a significant role in retention, reinforcing that there is a direct correlation between management behaviour and employee retention. While Christeen (2015) observes that employee participation in decision-making processes makes them feel like part of an organisation, which increases loyalty, thus improving retention.

The study observed that an employee can be unhappy with what they earn at Kunene Health Care but if they have a supportive and caring manager, they might stay. This view is in line with Heathfield (2011), who mentions that, often employees leave supervisors and managers more than they leave jobs or companies. Yazinski (2009), on the other hand, suggests that a strong employer/employee relationship can build trust, stimulate confidence and result in meaningful decision making, as well as good deliverance. Yazinski (2009) further argues that, whether the organisation size is big or small, communication is crucial in building and maintaining credibility. He further suggests that employers must have an open-door policy and eliminate a fear of backlash. He concludes that the absence of communication is the cause of second-guessing, mistrust and active rumours, which will lead to mistakes becoming habits.

5.2.8 Social Atmosphere

This study concluded that social atmosphere is one of the most important factors regarding employee retention at Kunene Health Care. The study revealed that since employees spend more time at work, they would appreciate an environment that is welcoming, and where employees are allowed to express themselves. Organisations that are too serious may lead to employees having to switch personalities between who they are at home, and who they must be at work. This correlates to findings in a

study by Kossivi, Ming-Xu & Kalgora (2016), who submit that a social atmosphere, which relates to a level of satisfactory relationships among employees or fellow colleagues, has become a determining factor of retention.

The study revealed that a dysfunctional or hostile work atmosphere makes employees lives difficult, decreases employee performance, damages the image of the organisation and also decreases profitability. This view is echoed by Kossivi, et al. (2016), who suggest that a positive, lively and healthy atmosphere is understood to make workers feel good about being at work and provides the necessary inspiration to sustain them throughout the day. They further stress that companies offering an atmosphere with appropriate levels of privacy and a free social workplace are likely to improve levels of employee motivation and commitment. This is echoed by Mokaya (2012), who alludes to the fact that one of the most important element of any organisations talent retention strategy is having a positive social atmosphere.

5.3 Summary

Chapter five discussed the study findings, in line with the research questions and the literature review. The study findings revealed various challenges affecting employee retention at Kunene Health Care. The results of the study showed significant linkages with slight differences to previous studies. The need for Kunene Health Care to retain their talent, is crucial if they are to remain in business. The following chapter will present the conclusion and recommendations which follow from this chapter.

CHAPTER SIX

CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

The purpose of the study was to investigate challenges affecting employee retention at Kunene Health Care. As an SME, Kunene Health Care faces many challenges in relation to retaining their employees. A study was thus needed to understand the nature, impact, as well the ways of mitigating against these challenges.

A review of the literature on employee retention found that Kunene Health Care was not the only company that faced these challenges. However, big companies can afford the recurring cost of employee replacement more than small organisations can. Therefore, the study intended to assist Kunene Health Care with minimising employee turnover, and, in turn, to save on unnecessary costs in relation to employee replacement. This final chapter summarises the key findings of the study, presents recommendations to Kunene Health Care – as the organisation – and highlights suggestions for further research in future.

The study was guided by the following research objectives:

- i) Investigate the association between HR practices and employee turnover at Kunene Health Care.
- ii) Determine the association between rewards and employee turnover at Kunene Health Care.
- iii) Assess the influence of job satisfaction on employee's intention to stay with Kunene Health Care.
- iv) Investigate what other factors affect employee retention at Kunene Health Care.

6.2 Key Findings

The study revealed the following findings about employee retention factors at Kunene Health Care:

6.2.1 Effect of Working Conditions at Kunene Health Care

The study found that if the work environment is poor, employees at Kunene Health Care may experience discomfort – which may motivate them to start looking for jobs in organisations with satisfactory conditions. The study found that job security, an organised workplace, and the working environment were the most crucial factors considered by employees at Kunene Health Care. The study further revealed that if the work environment lacks important health and safety facilities – such as proper furniture, lighting, and clean bathrooms – employees of Kunene Health Care would not be prepared to put up with the inconvenience for very long. The study also found that schedules of work that are flexible result in a greater work-life balance and could also offset work-related stress at Kunene Health Care.

6.2.2 Impact of Remuneration on Employee Retention at Kunene Health Care

The study established that effective remuneration programmes can help shape performance – while improving job satisfaction, employee benefits and compensation packages can play a strategic role in improving organisational profitability, performance and efficiency. The study also revealed that employers look at compensation as a key cost element of production and as a needed stimulus for enticing suitable job applicants – in addition to retaining valued employees, motivating performance and other desirable behaviours. The study further suggested that even if employees are dissatisfied with their remuneration, if the remuneration processes are communicated, transparent, consistent and free of bias, then the employee will be at ease and motivated.

6.2.3 Skill Recognition Effects on Employee Retention at Kunene Health Care

The study discovered that non-financial rewards are also viewed by employees as an important factor in deciding whether to stay at or leave an organisation. The study revealed that the success of an organisation originates from employee willingness to use their skills, creativity, innovation and abilities and know-how in favour of the company – and it is an organisation’s task to encourage and nourish these positive employee inputs by putting effective reward practices in place.

6.2.4 The Effects of the Job Content at Kunene Health Care

The study found that employees will become unhappy if there is misalignment with what they anticipated to be their job requirement, and the actual job requirement. The study further found that employees want to be challenged by what they do at work, and want to feel that their job is important, and that it plays a role in the overall company objectives.

6.2.5 Opportunities for Career Progression at Kunene Health Care

The study proved that employee retention is affected by both the availability and lack of training – since training enables employees to do well in their current position, and to be well equipped for future career progress. If employees were trained they would feel valuable and taken care of.

6.2.6 Effects of Provision of Coaching and Mentoring on Employee Retention at Kunene Health Care

The study established that coaching and mentoring play a major role in employee retention, and that employees need to feel guided and led. The study revealed that well mentored and well coached employees are less likely to leave an organisation, since they might not find the same care elsewhere.

6.2.7 Superior-subordinate Relationships at Kunene Health Care

The study found that the manager or supervisor to subordinate relationships are key in employee retention. Employees usually leave managers/ supervisors as opposed to a job or organisation. The study found that if managers do not communicate, engage and look after their employees, they are likely to lose them.

6.2.8 Social Atmosphere Impact on Employee Retention at Kunene Health Care

The study found that a hostile atmosphere will likely scare employees away. It was discovered that employees will appreciate organisations that allow them to be the same people they are at home, while they are at work. The study further revealed that some employees feel 'caged' when they are forced to wear uniforms to work.

6.3 Recommendations

Through the findings of the study and the literature review, the researcher was able to conclude on ten recommendations that Kunene Health Care can implement in order to mitigate against employee retention and thus improving on employee retention:

6.3.1 Recruitment and Orientation

The study found that other employees are merely job hoppers who will leave no matter what the organisation does for them. The study therefore recommends that the company should hire with retention in mind. They should critically analyse the candidate, and once the selection has been made, proper orientation should be provided for them. Usually within the first six months, an employee might seek to leave an organisation. The study suggests that Kunene Health Care should implement an on-board programme aimed at setting up the new employee for success – while helping the employee learn about the job and the company culture. This process should clearly show employees where they fit in and how they can thrive so that they are a success.

6.3.2 Mentorship and Coaching Programmes

The study suggests that Kunene Health Care pairs newer employees with veterans. It would be beneficial for both the new employee, who will learn how things are done, as well as the veteran – who will gain a fresh perspective from the new employee. It is recommended that Kunene Health Care should put their managers onto a coaching course, so that they can carry out this task. The coaching and mentoring process is a never-ending process, and therefore it must be constantly measured and maintained. Employees want to feel that they are cared for.

6.3.3 Employee Compensation

In this competitive labour market, it is essential that companies satisfactorily compensate their employees, and the study suggests that Kunene Health Care should conduct a salary benchmark exercise to align themselves with what other companies offer. The study further suggests that Kunene Health Care should communicate all the benefits, such as leave, study assistance, bonuses, and awards to employees – since it is important that employees are aware of what benefits they can receive from the organisation. The yearly increases should be based on employee performance, which should, ideally, be conducted quarterly. However, it can be conducted semi-annually at the beginning. This will encourage efficiency and performance, since employees will know that they will get as much as they put in.

6.3.4 Rewards and Recognition Systems

The study recommends that each manager at Kunene Health Care make it a habit to thank their direct subordinates for putting in an exemplary effort. This can be done by giving an employee an extra day off, a gift card or a sincere email – thanking them and mentioning how their contribution helps in terms of achieving the overall company objective.

6.3.5 Work-Life Balance

While a flexible work schedule is ideal for improving employee retention, it may seem impractical for a company as small as Kunene Health Care, and yet this is one important aspect in employees' lives. The study therefore suggests that Kunene Health Care management should demonstrate that they understand the importance of a healthy work-life balance by being flexible, and by allowing late arrivals if a late-night shift was necessary to finish a project. Managers should also suggest half-day leave if an employee had to work extra hours to carry out a task. Although managers should not micro-manage employees, they must manage performance and output.

6.3.6 Training and Development

Regardless of industry and position, employees want career advancement possibilities. This study recommends that Kunene Health Care managers invest in their employees' professional development and look for opportunities of growth on their employees' behalf. The study suggests that managers ask employees about their long and short-term goals, in order to devise ways of helping them achieve those goals. Draft training plans must be in line with an employee's training and development needs for both the current position as well as the future job goal of that employee. Employees should attend seminars, industry events and the company must budget for studies reimbursement and also arrange in-house group training.

6.3.7 Communication and Feedback

Kunene Health Care should embark on an open communication habit. Employees must know that at any time the manager's door is open. Employees also need to feel that their views are respected, and that feedback will be given timeously. Employees also need to trust that the manager will be able to aid performance improvement. Managers should not let issues build up for the annual review.

6.3.8 Dealing with Change

Halvorson (2012) argues that change and innovation require that companies address their often unconscious assumption that what's been around longer looks, works, and tastes better. The study suggests that if Kunene Health Care is planning a big strategic change – they should engage with employees first. They should get the employees to buy in, make employees understand why the change is necessary, and explain the implications of such changes, before implementing them.

6.3.9 Fostering Teamwork

The reality of synergy is powerful – people achieve more if they work in groups. The study suggests that Kunene Health Care foster a culture of teamwork and encourage collaboration, while also allowing for an employee's individual talents to shine. This can be done through clarifying company goals, team objectives and roles. Employees should be encouraged to contribute towards solutions and the sharing of ideas.

6.3.10 Team Celebration

The study recommends that Kunene Health Care management should create a culture of celebrating big milestones for employees personally, and also for the group. This should happen if a team has concluded a major project within the time lines and budget, or if an employee just gave birth, bought a new car, or qualified for a new house. This way, employees feel that it is not simply about work, and that their personal successes matter. These celebrations can be done together over a shared meal or a vacation.

6.4 Recommendations for Future Studies

The study concentrated on Kunene Health Care challenges impacting on employee retention. Future studies could explore the challenges of employee retention that SMEs face in general. Further studies could focus on the difference between challenges of employee retention in big corporate business, government entities and SMEs. Although this study attempted to bring forth all the factors related to employee retention, this complex area of human resources needs further investigation. Some

factors such as organisational culture, training and development, and autonomy, are less explored than supervision and leadership.

The workforce of an organisation can be classified into three categories: directors, managers and employees. Although some studies did, most existing research did not put enough emphasis on employees, the sector of the economy, and the type of businesses that are particularly affected by specific factors. A further investigation, in order to better equip an organisation with the knowledge necessary to improve their retention capability, is needed.

6.5 Summary

Motivated employees are more productive, more efficient and more willing to work toward organisational goals than employees who are experiencing low levels of motivation. A well rewarded employee feels they are being valued by the company they work for. Employees are the engine of an organisation – while reward is the fuel.

The study aimed to investigate challenges affecting employee retention at Kunene Health Care. The researcher believes that if Kunene Health Care management implemented the recommended strategies, there would be a substantial improvement in their employee retention rate. Human capital management is usually the most costly investment for companies; however it is often mismanaged. Using techniques that increase communication, performance and career planning – can improve retention so mitigating the cost of new hires.

Employees have been important resources to organisations because of their critical character and can be termed the 'life-blood' of an organisation (Halvorson, 2012). Advancement in technology has, however, caused most organisations to be more and more technology-driven. That said, Kunene Health Care should note that this scenario does not reduce the value of employees in an organisation – since technology still requires human resources to operate it (Kossivi, et al., 2016).

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APPENDICES

APPENDIX ONE: INFORMED CONSENT

Informed Consent Letter 3C

UNIVERSITY OF KWAZULU-NATAL GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP

MBA Research Project

Researcher: Simangele Mkhize (0836884266 / 0636298264)

Supervisor: Dr Cecile Gerwel Proches (0312608318)

Research Office: Ms P Ximba (0312603587)

Dear Respondent,

I, Simangele Collin Mkhize am a Master in Business Administration 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 factors that impact employee retention at Kunene Health Care*". The main aim of this study is to investigate the factors leading to the increase in resignation rate which has seen the company spend too much money on replacement of employees as well as on orientation, induction and training cost.

Through your participation I hope to understand what causes employees to resign, as well as the Human Resource practices that can be employed to reduce employee turnover and thus improve employee retention. The results of the interviews are intended to contribute to the reduction in employee turnover at Kunene Health Care.

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 interviews should take about 45 to 60 minutes. I hope you will take the time to participate.

Sincerely

Investigator's signature _____ Date _____

This page is to be retained by the participant

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

MBA Research Project
Researcher: Simangele Mkhize (0836884266 / 0626298264)
Supervisor: Dr Cecile Gerwel Proches (0312608318)
Research Office: Ms P Ximba (0312603587)

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.

I hereby consent/do not consent to record the interview.

SIGNATURE OF PARTICIPANT

DATE

.....

This page is to be retained by the researcher

APPENDIX TWO: INTERVIEW QUESTIONS

UNIVERSITY OF KWAZULU-NATAL GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP

PGD Research Project

Researcher: Simangele Mkhize (0836884266 / 0636298264)

Supervisor: Dr Cecile Gerwel Proches (0312608318)

Research Office: Ms P Ximba (0312603587)

Investigating factors that impact employee retention at Kunene Health Care

Section A: General Information

- I) Age:
- II) Gender
- III) Highest Level of Education:
- IV) Period of Service:

Section B:

1. Working Conditions:
 - a) What factors cause you to enjoy your current job and work situation?
 - b) How much of these factors have contributed to you staying at the organization as long as you have?
 - c) What reason do you give others for your decision to work and stay at Kunene Health Care as an organization?
 - d) What kinds of flexibility would be helpful to you in balancing your work and home life?
2. Remuneration:
 - a) Do you feel recognized and that your loyalty is appreciated? Please elaborate.
 - b) Do you feel that you are currently doing the 'best work of your life'? What factors could contribute to you doing the best for your life'?
3. Skill Recognition:
 - a) Are there actions the organization can take to further recognize you as an employee? Please elaborate.
 - b) Do you think there is enough exposure to executives and decision makers? Are there ways that the organization can improve that exposure?
 - c) Do your colleagues and teammates listen to you and value your input? Please elaborate.

4. Job Content:
 - a) Do you feel that your work makes a difference in the organization? Do you feel that your work makes a difference externally to the world? Please elaborate.
 - b) What elements of your job would you miss most if you left the organization?
 - c) What talents, interests or skills do you have that we haven't made the most of?
 - d) What are the less-desirable elements in your current role that you would like to do less of?

5. Opportunities for Career Progression:
 - a) What are your career progression expectations? Where would you like to be in the organization two years from now?
 - b) What kind of feedback would you like about your performance that you aren't currently receiving?
 - c) What opportunities for self-improvement would you like to have that go beyond your current role?
 - d) What have been your positive experiences in the area of learning, development and growth? What can be done to improve that?

6. Provision of Coaching and Mentoring:
 - a) What things can your manager do differently to help you do your best work?
 - b) Do you feel that the company cares about you and not just your performance? Please elaborate

7. Superior-Subordinates Relationship:
 - a) Do you feel that the company is open to making changes that would bring you more satisfaction? Please elaborate.
 - b) If you could change one thing about your job, team or company, what would it be?
 - c) Are there any factors that keep you up at night or cause you to dread coming to work?

8. Work Atmosphere:
 - a) What factors cause you to enjoy your current job and work situation?
 - b) What have you felt good about accomplishing in your job and in your time here?

9. General Questions:
 - a) Can you make a list of the elements or motivation factors in your current role that you like best and want more of?
 - b) What are the possible reasons that could result in you leaving the company?
 - c) Is there anything else that you would like to add?

APPENDIX THREE: GATEKEEPER LETTER

**KUNENE
HEALTH CARE**

Reg No 2007/006317/07

13 Sloane Street
Epsom Downs Office Park
Bryanston 2021
Tel: +27 11 463 7725
Fax: +27 11 463 2332

Dr Cecile Gerwel Proches
Graduate School of Business and Leadership
University Of KwaZulu-Natal
Westville Campus
Durban
3630

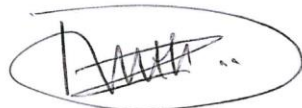
17 March 2017

Dear Dr Cecile Gerwel Proches

RE: PERMISSION TO CONDUCT RESEARCH

This letter serves to confirm that I, Dr Derrick Flax Mthembu, CEO at Kunene Health Care hereby acknowledge and approve the research of Simangele Mkhize within the Kunene Health Care for the completion of her Masters in Business Administration degree.

Sincerely,



.....
Dr Derrick Flax Mthembu
CEO
Tell: 011 463 7725
Fax: 011 463 2332
Email: derrick@kunenehealthcare.co.za

Directors: M.F. Kunene' (Executive Chairman), M.R. Kobe, D.F.S Mthembu (Chief Executive Officer)

APPENDIX FOUR: ETHICAL CLEARANCE



05 June 2017

Ms Simangele Mkhize (200200578)
Graduate School of Business & Leadership
Westville Campus

Dear Ms Mkhize,

Protocol reference number: HSS/0626/017M

Project title: Investigating factors that impact employee retention at Kunene Health Care

Full Approval – Expedited Application

In response to your application received on 24 May 2017, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and FULL APPROVAL for the protocol has been granted.

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

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

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

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

Yours faithfully

.....
Dr Shenuka Singh (Chair)

/ms

Cc Supervisor: Dr Cecile Gerwel Proches
Cc Academic Leader Research: Dr Muhammad Hoque
Cc School Administrator: Ms Zarina Bullyraj

Humanities & Social Sciences Research Ethics Committee
Dr Shenuka Singh (Chair)
Westville Campus, Govan Mbeki Building

APPENDIX FIVE: TURNITIN REPORT

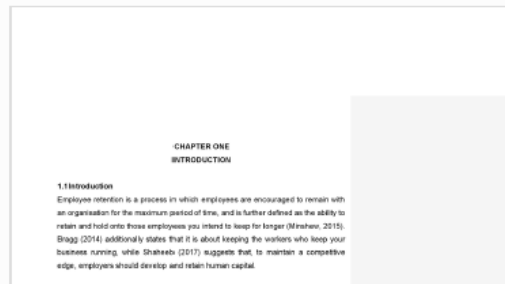


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APPENDIX SIX: ENGLISH LANGUAGE EDITING CERTIFICATE

COPY-WRITING

Specialist Consultants

Date: 29/11/2017

CLIENT: Simangele Collin Mkhize

A substantive language editing service was rendered for a MBA thesis entitled:

**INVESTIGATING FACTORS AFFECTING EMPLOYEE
RETENTION AT KUNENE HEALTH CARE**

We received this MBA thesis at short notice and offered a review and editing service in the time available to us.

Amendments related mainly to grammatical and other linguistic aspects, in order to improve the clarity and readability of the document. However, more than 70 constructive remarks were made in MS Word track changes, in order to help the author improve the document. Furthermore, a short editing report was supplied, which, inter alia, summarised eight issues of concern.

It should be noted that as professional editors we are not responsible for the academic accuracy of the text which rests entirely with the author. Furthermore, we are not responsible for ensuring that all our recommendations are implemented by clients.

Yours Sincerely,

Dr D.A. Barraclough

Full Member: South African Professional Editor's Guild (PEG), and of the South African Translators Institute (SATI)



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