

VOLUNTARY EMPLOYEE TURNOVER IN SOUTH AFRICAN ORGANISATIONS

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ABSTRACT

This research explores employee voluntary turnover in South African organisations. A questionnaire was administered to the identified six companies in and around the cities of Johannesburg and Pretoria in Gauteng Province.

Integrating the literature on voluntary employee turnover, this study attempted to identify which antecedents of voluntary turnover (demographic factors, perceived alternative employment opportunities, job satisfaction and organisational commitment) are correlated with turnover intention.

The results indicate that overall, correlation exists between turnover intention and age, level of income, tenure of employees, employees' commitment, job satisfaction and alternative employment opportunities. No correlation was found to exist between turnover and employees educational levels, gender and job levels.

CHAPTER ONE

ORIENTATION

1.1 Introduction

One of the key challenges of the 21st century affecting most organisations is that in order to achieve a competitive edge, they have to attract and retain talented employees. Voluntary employee turnover has become a thorny issue as it negatively affects all recruitment and retention strategies. Therefore, it has become one of the critical factors to be considered in attracting and retaining talented staff, in order to attain the much desired effectiveness of organisations.

By determining the causes of voluntary turnover, organisations will be better positioned to deal with the problem of staff retention. This will enable organisations to address the negative impact of high staff turnover which has an adverse effect on the competitive edge of the organisation, increased recruitment and training costs. In South Africa, the problem of employee turnover is exacerbated by the fact that there is a dearth of studies investigating employee turnover in the South African context. The majority of the studies on turnover were conducted in a Western organisational context. The researcher's concern is that the findings of these studies might not be generalisable to organisations in South Africa. The reasons for this are not exhaustive and they include among others, differences in the legislative requirements, economic, social and cultural environments.

The Bureau of National Affairs (1997) states that problems associated with turnover vary from company to company and include among others the following:

- Difficulties in replacing departing workers due to shortage of critical skills;
- High costs of recruiting, selection, placing, and training new employees;
- Low morale, which may impact on employees;
- Decreased productivity due to increased error rates;
- Compromised company's competitive edge; and
- Loss of key skills, which results in brain drain.

1.2 Objectives of the study

The purpose of this study is to ascertain which of the identified antecedents of voluntary employee turnover has the strongest influence on the employee's decision to leave his or her current employment. Organisations can establish policies and procedures to retain their talented employees if they understand the causes of voluntary employee turnover. By identifying the determinants of turnover, researchers could predict turnover behaviour more precisely and could better position managers to take measures in advance to prevent turnover.

1.3 Importance of the study

Whilst it is an accepted reality that voluntary turnover can never be eliminated entirely, there is a need for South African organisations to ensure that its negative impact is minimised by employing the appropriate retention strategies based on research findings applicable to the African context. This study aims to contribute to the existing knowledge on staff turnover in South African organisations.

The researcher is of the view that some of the reasons for studying turnover in South Africa are the following:

- Voluntary employee turnover continues to be a recurring problem in local and global organisations despite a plethora of literature attempting to investigate the factors that may be leading to this phenomenon.
- Most of the studies on employee turnover were conducted in first world countries. In an attempt to understand this phenomenon better, it is advisable to carry out such a study in a developing country such as South Africa.
- Excessive voluntary staff turnover in South African organisations can be costly to the organisation's bottom line.
- Voluntary employee turnover can be characterised as a breakdown of the employer- employee relationship. Thus, it has long been viewed as one of the most significant signs of the need for effective resource management particularly in the South African context where there is a significant shortage of skills.

1.4 Limitations of the study

The study is limited to voluntary turnover and included six companies located in the cities of Johannesburg and Pretoria (Gauteng Province). Thus the results will be generalised with caution. Even in respect of companies located in Johannesburg and Pretoria, there is a sample bias in the manner in which the six companies were chosen. Furthermore, even though the participants were guaranteed complete anonymity, the response rate was lower than preferred. The responses of the targeted employees might be unique to them and might not be generalisable to a larger population outside Johannesburg, Pretoria and the other 10 provinces. The other key source of potential weakness within this type of study is that there is no systematic method for measuring the various predictor or outcome variables. Often, the variables are operationally defined somewhat differently across studies. Different measures are sometimes used to assess similar predictor variables, and many authors employ original or other measures that have not been validated (Barak, Nissly and Levin, 2001).

Despite these limitations findings from the present study should be viewed as representing an effort aimed at understanding the predictors of voluntary turnover intention among South African employees.

1.5 Models of staff employee voluntary turnover

White (2001) describes three different types of employee turnover models prevalent in the turnover literature namely, economic model, the psychological model and the sociological model. Barak et al (2001) define these models in relation to employee turnover as follows:

- Economic theoretical explanations of turnover are based on the premise that employees respond with rational actions to various economic and organisational conditions.
- Psychological explanations for turnover posit that individual perceptions and attitudes about work conditions lead to behavioural outcomes.
- Sociological theories posit that work-related factors are more predictive of turnover than are individual factors.

In elucidating the positioning of psychological model, White (2001) states that when employees join an organisation, they have expectations about how the organisation should be managed and how it should treat them. He states furthermore that when these expectations are not met, the employee's job satisfaction and organisational commitment might be reduced thus forcing an employee to quit. Iverson (1999) contends that an employee whose promotion expectation is overlooked could be triggered to look for better employment opportunities elsewhere. Muller and Price (1990) submit that the sociological model emphasises the structural conditions of the work setting.

The study by Lum, Kervin, Clark, Reid and Sirola (1998) suggest that a number of models have been developed to explain employee turnover. The same study further reveals that the common theme that emerges from these models is that turnover behaviour is a multistage process that includes attitudinal and behavioural components. These authors state that the three major classes of determinants include individual factors, economic opportunity and work-related factors with the latter including job satisfaction and organisational commitment.

The study by Lambert, Hogan and Barton (2001) reveals that there are four causal processes to explain employee turnover, namely:

- Firstly, the demographic characteristics that influence a person's decision whether to remain with or leave the job.
- Secondly, job satisfaction which impacts on a cognitive withdrawal process stressing turnover intention.
- Thirdly, work environment factors which significantly shape job satisfaction, which also in turn shapes turnover intention.
- Fourthly, turnover intent which influence actual voluntary turnover.

Lambert et al (2001), consider the core areas of demographic characteristics, work environment factors, job satisfaction, alternative employment opportunities and turnover intent in their analysis of job turnover intent.

The rationale for a study on voluntary turnover is better understood by clarifying challenges associated with it. The objective of the next chapter is to address these issues by highlighting justifications for studying turnover in organisations.

1.6 Clarification of the structure of the study

The rest of this document is organised as follows, Chapter 2 deals with definitions of key terms and concepts contained in this document. This chapter is followed by Chapter 3 which deals with justifications for studying voluntary employee turnover. Chapter 4 addresses the antecedents to voluntary employee turnover. Chapter 5 deals with research methodology followed by Chapter 6 which presents the results of the study. Chapter 7 captures discussions and analysis of the results and Chapter 8 presents conclusions and recommendations.

In order to understand the concept of voluntary employee turnover, it is important that key terms and concepts associated with it are clarified. The next chapter defines key terms and concepts related to voluntary employee turnover.

CHAPTER TWO

DEFINITIONS OF KEY TERMS AND CONCEPTS

The following are definitions of terms and models contained in this study.

2.1 Types of employee turnover

There are three types of employee turnover in organisations (Al-Refaei, 1992). These are voluntary turnover, which is initiated by the employee, involuntary turnover which is initiated by the organisation and lastly, turnover that is neither initiated by the employee or the employer. The only type of turnover that will be considered in this study will be one that is initiated by the employee, namely voluntary turnover.

2.2 Voluntary employee turnover

Samad (2006) defines voluntary turnover as an individual's estimated probability that they will stay with an employing organisation. Frank, Finnegan and Taylor (2004) defines turnover as a tool used to describe the unplanned loss of workers who voluntarily leave organisations but whom employers would prefer to keep.

In summing up these definitions, Al-Refaei (1992) submits that the similarity of most definitions of turnover is the notion that it constitutes the gross movement of workers in and out of employment status with respect to an individual firm or the degree of movement across the membership boundary of an organisation.

Al-Refaei (1992) states that voluntary turnover includes individuals leaving the organisation but excludes promotions and transfers within the organisation, retirements, deaths, retrenchments, dismissals, marriages and pregnancies. Hendrie (2004) is also of the view that labour turnover can be caused by employees resigning, retiring or being dismissed (not voluntary turnover) from the organisation. He states further that reasons for turnover can be due to both internal (relates to something on which an organisation can take action and control more easily) and external factors (skills shortages, increasing demand and better reward packages for specific workers) which are difficult for any employer to control.

The following are among the commonly cited reasons for voluntary turnover:

- Lack (or perceived lack) of advancement opportunities or job alternatives;
- Dissatisfaction with compensation;
- Personal problems;
- Dissatisfaction with supervision, particularly authoritarian supervision, or with co-workers, specially if employees work in teams;
- Dissatisfaction with work conditions;
- Inadequate selection and placement procedures; and
- Inadequate orientation and training.

(The Bureau of National Affairs, 1997:826)

2.3 Employee voluntary turnover intent vs. actual turnover.

Barak et al (2001) have found that many studies use intention to leave instead of, or in addition to actual turnover outcome variables. They state that the reason for this is twofold. Firstly, there is evidence that before leaving the job, workers typically make a conscious decision to do so. These two events are usually separated in time. Intention to quit is the single strongest predictor of turnover and is therefore legitimate to use it as an outcome variable in turnover studies. Secondly, it is more practical to ask employees of their intention to quit in a cross-sectional study than actually to track them down via a longitudinal study to see if they have left or to conduct a retrospective study and risk hindsight biases.

Khatri and Fern (2001: 59) states that “turnover intention may be a better barometer of management practices than actual turnover stating the example that, despite high turnover intention, actual turnover may be low because of high unemployment in an industry.” They argue further that voluntariness of leaving is relevant to consider in evaluating turnover models because those models invariably apply to self-motivated resignation (i.e., voluntary termination). In support of this view Abelson (1993) also recommends the use of turnover instead of over actual turnover because the latter is more difficult to predict as there are many external factors that affect turnover behaviour. The notion of using turnover intention over actual turnover is further supported by Khatri and Fern (2001) who state that turnover intention has been used very often in past research.

2.4 Perceived alternative employment opportunities

Perceived alternative employment opportunities are defined as an individual's perception of the availability of the alternative jobs in the organisation's environment (Price and Mueller, 1986). It is also viewed as a function of labour market conditions when employees perceive more alternative job opportunities when the job market is buoyant and less job opportunities when the unemployment rate is high (Hwang and Kuo, 2006).

2.5 Job satisfaction

Tett and Meyer (1993) define job satisfaction as one's affective attachment to the job either in its entirety (global satisfaction) or with regard to a particular aspect (facet satisfaction). Hwang and Kuo (2006) define job satisfaction as the positive emotional response to a job situation resulting from attaining what the employee wants and values from the job. Odom, Boxx and Dunn (1990) define job satisfaction as the extent to which employees feel positively or negatively towards their jobs. Bhuian and Al-Jabri (1996) suggest that job satisfaction can be defined in a variety of ways such as intrinsic, extrinsic and general satisfaction. Dickter, Roznowski and Harrison (1996) defined job satisfaction as a multifaceted function of several diverse factors, such as monetary rewards, type of supervision, and participation in the job assignment decisions.

2.6 Organisational commitment

Samad (2006) defines organisational commitment as the extent to which the occupational role constitutes a central interest among organisational members. He further states that the highly committed members of the organisation have strong beliefs and acceptance of their work goals and values, which then influence them to exert considerable effort on behalf of their work, and have a strong desire to maintain membership in an organisation that satisfies their work objectives. Allen and Meyer (1997) define organisational commitment as a psychological state that characterises the employee's relationship with the organisation and that has implications for the decision to continue membership in the organisation. Organisational commitment is also defined by the psychological bond between employees and their employing organisations (Bagram, 2003).

CHAPTER THREE

THE RATIONALE FOR STUDYING VOLUNTARY EMPLOYEE TURNOVER

3.1 War for talent

It is suggested that future talent and labour crises are of paramount importance when discussing turnover (Frank et al, 2004). These authors further argue that if the talent shortage of skilled workers is specifically considered, the organisation will be better positioned to compete effectively in the battle for talent.

It has been argued that the number one priority in the human resource agenda is to attract and retain key talent in order to influence the effectiveness of the organisation (Towers, 2004).

Tett and Meyer (1993) found that a substantial research has been dedicated to studying the concept of employee turnover. The counter argument is that despite these attempts, a complete understanding of the topic seems elusive in that it persists as an area of interest for both practicing administrators and organisational behaviour researchers (Hom and Griffeth, 1995). Herman (1997) argues that the continued interest is likely to be based on the premise that terminations are controllable activities that can provide a competitive advantage to those organisations able to understand and manipulate the phenomenon. Buck and Watson (2002) interpret this to mean that by identifying ways to control undesirable turnover, administrators will be able to optimise their time and focus more intently on activities directly related to the mission of the institution. A study by Smart, Ashby and Pell (2001) shows that companies with the highest turnover rates are those in which the corporate culture is one of domination, autocracy and inflexibility. These authors are of view that no matter what incentives and perks these companies offer, good people will still leave and based on this, they argue that the fight for the retention of most staff starts with changing the organisational culture.

3.2 Human resources planning

Price (2001) suggests that the rationale for explaining voluntary turnover is to help with issues pertaining to organisational human resources planning. The basis of his reasoning is that it is widely believed that a high amount of voluntary turnover adversely influences organisational effectiveness (he explains organisational effectiveness to mean the degree to which organisations achieve their goals). It has thus been suggested that as a result of this, organisational planners must concern themselves with the determinants of voluntary turnover (Hom and Griffeth (1995)). The same study then suggests that, to have available the necessary human resources to promote effectiveness, a key goal of organisational planners is to have knowledge of the condition which prompts employees to voluntarily leave their employers. The argument is that knowledge of these conditions will enable the planners to help implement courses of action which will minimise the cost of unwanted quitting, thereby making available the human resources necessary to promote effectiveness.

3.3 Money and retention

Brannick (2001) is of the opinion that the fierceness of competition in the job market has forced organisations to come to terms with the notion that its human capital is central in gaining a competitive advantage. Benchley (2001) in support of this view contends that it is an open secret that modern companies are taking more serious look at human performance management than ever before. He purports that this can be seen from the view that employees have gained greater stature in that they are now seen as possibly the most important factor in the company's success or failure. Dutton (1997) asserts that the best business strategy recognises that greater employee satisfaction means greater productivity which in turn equates to improved business results. King-Lawrence (2003) advances the view that organisations that will be more successful in boosting their overall productivity are those that can outplay others in attracting, developing and retaining talented employees. Brannick (2001) argues that in addition to retaining great employees, organisations will also be gaining the benefits of retaining intangibles such as the capacity for innovation, the source of productivity, improvements, and the basis for customer satisfaction.

Brannick (2001) argues that the retention of staff does not necessarily imply that organisations have to earmark extra funds for retention bonuses because the retention of staff encompasses more than a monetary approach. Brannick's (2001) argument is based on the notion that most organisations have realised that organisational strategies which are easily duplicated by competition, centre around money related issues as opposed to non-monetary strategies.

Chowdhury (2000) argues that successful organisations depend on the effective use of talented people and furthermore, they do so by searching for and retaining new talent, keeping them, satisfying their needs, employing them effectively, and offering challenging jobs. In support of this view Brannick (2001) suggests that non-monetary approaches, such as providing clear and realistic job expectations, ensuring that there is a mutual fulfilment of needs between employers and employees, and developing an open relationship, tend to be more effective at retaining talent.

Benchley (2001) is of the view that in order to win a battle for the competition for talented employees, organisations need to consider the retention of skills as the best strategy. He cautions that this strategy should not be the old retention plans that emphasise standard pay and benefits packages only, but should rather be a new kind of effort in which human resources has to rally its ingenuity and strategic wisdom for the desired effect. Cappelli (2000) is of the opinion that no matter how attractive the remuneration packages offered to employees, there will always be another more desperate company willing to pay even more. Furthermore, Cappelli (2000) contends that it is futile to hope that by tinkering with compensation programmes that a company can insulate itself from today's free-wheel labour market. Dutton (1997) is of the view that today's organisations have incentives to be the employer of choice in industries or regions with the view of attracting and retaining talented employees.

3.4 Retention strategy

Despite the problems associated with turnover, there is a concern that a vast majority of companies do not have a well-planned, focused, or effective employee strategy (Schreiber, 2002). The same study suggests that an effective retention strategy begins with the interviewing, screening, and hiring process. Furthermore, that if organisations are going to undertake the commitment to lowering employee defections, then the organisational culture must be expressed through the

leadership's actions, decisions and behaviours. Smart et al (2001) argue that most organisations, when faced with turnover problems, tend to increase salaries and bonuses or design innovative financial incentives or add perks that make the job or the workplace more desirable. These authors are concerned that despite these attempts, these companies are still faced with a continuing loss of experience and productive workers. Cappelli (2000) submits that even if the compensation programmes are ineffective, and at worst, counterproductive, they are nonetheless a necessity in business today but suggests that companies should, in addition, implement other retention strategies. It has been suggested that although financial incentives do help in alleviating the turnover problem, they are not enough and are equated with treating an illness with band-aids and aspirin when serious surgery is required (Smart et al., 2001).

Cappelli (2000) contends that traditional strategies for employee retention are unsuited to a world where talents run free and suggests that companies should rather adopt a market driven strategy. He suggests that the core of this approach should begin with the assumption that long-term, across-the-board loyalty is neither possible nor desirable but the focus should rather be on particular employees or groups of employees.

3.5 Voluntary Turnover and Organisational Culture

Deery and Shaw (1997) are concerned that despite the plethora of research focused on the causes of voluntary employee turnover and strategies for employee retention, little attention has been given to the impact of high turnover rates on the culture of the organisation. Deery and Shaw (1997) are of the view that if left unattended, turnover may lead to turnover culture. They also state that turnover culture is best characterised as the acceptance of turnover as part of the work-group norm which translates to mean that there will be a normative belief held by employees that turnover behaviour is quite appropriate.

Satava (2003) states that losing staff is always a part of doing business and cautions that turnover higher than 20% is unnecessary and wasteful. Adidam (2006) cautions that high turnover sends a very clear signal that something is wrong somewhere in the organisation.

3.6 Costs associated with voluntary employee turnover

Simons and Hinkin (2001) suggest that managers are convinced that excessive turnover is a costly phenomenon. The same study also suggests that managers are concerned that it is also difficult to develop specific turnover-cost numbers. Hendrie (2004) states that most of the implications of labour turnover studies are concerned with the actual cost of it to the business, qualitative issues such as the damage to a company's reputation and low morale.

It has been argued that the personal and organisational costs of leaving a job are often very high (Mitchell, Haltom, Lee, Sablynski and Erez, 2001). These writers state that as a result employee turnover has had the attention of top-level managers in today's organisations.

3.6.1 Direct costs of employee turnover

Lashley (2001) submits that it is possible to quantify voluntary turnover such as the direct expenditure relating to filling a vacancy such as for example the cost of advertising for replacement staff; overtime costs paid to other staff to cover, and perhaps the use of agency staff. Barak et al (2001) argue that the direct costs of employee turnover are typically grouped into three main categories. These are namely: separation costs (exit interviews, administration, functions related to termination and separation pay), replacement costs (communicating job vacancies, pre-employment administrative functions, interviews, and exams), and training costs (formal classroom training and on-the-job instruction). Lashley (2001) has found that the direct labour turnover costs on employers comprise leaving costs, transition costs, and replacement costs. He defines these costs as follows:

- a) Leaving costs consists of payroll and personnel costs (for example, any payments made to the leavers such as redundancy payments and the cost of personnel time in administering the departure).
- b) Replacement costs are those associated with the search for a replacement employee. These include recruitment costs, the costs of interview time and employee selection, plus any agency fees the company may incur.
- c) Transition costs include training costs, both direct (e.g. courses) and indirect (e.g. supervisors spending time teaching the new employee) costs of induction

and the loss of productivity incurred while the new employee is coming to speed.

- d) Indirect costs can be seen as the loss of customer service and or satisfaction as a result of the labour turnover.

Pinkovitz (1997) identifies three most common costs as separation costs, replacement costs, and training costs. He explains these costs to mean the following:

- a) Separation costs include costs incurred for exit interviews, administrative functions, related to termination, separation /severance pay, etc.
- b) Replacement costs include the cost of attracting applicants, entrance interviews, testing, travel/moving expenses, pre-employment administrative expenses, medical exams, acquisition and dissemination of information.
- c) Training costs include both formal and informal training costs. Also, there is a performance gap between those who leave and their replacement.

3.6.2 Indirect costs of employee turnover

Involuntary turnover is defined as the movement across the membership boundary of the organisation other than by choice of the employee (White, 2001). Lashley (2001) states that the indirect costs associated with employee turnover are more complicated to assess and include the loss of employee efficiency before they actually leave the organisation, the impact of their co-workers' productivity, and the loss of productivity while a new employee achieves full mastery of the job. White (2001) submits that generally, involuntary turnover includes dismissals and death. There is a concern that the impact of turnover on client care can be devastating because the direct care that staff play has an important role in determining the quality of care (Lashley, 2001).

In support of this view, the Bureau of National Affairs (1997) states that indirect costs associated with high staff turnover can be substantial and include other non-financial costs such as the potential loss of key skills, knowledge and experience, disruption to operations and the negative effect on workforce morale. Furthermore, Lashley (2001) states that indirect costs can be identified as "soft issues" on which it is often difficult to put an actual monetary cost and that these costs do represent a genuine cost to the business (for example, the time the unit manager spends recruiting and selecting replacement employees).

Rhoads, Singh, and Goodell (1994) state that some of the costs of turnover are more difficult to estimate and further that these may even be harder for a company to deal with than the ones that are openly displayed. They point out that these are costs related to service disruption, emotional costs, loss of morale, loss of experience, burnout and absenteeism, among remaining employees, and more. The other view is that these costs can add up to hundreds of thousands of dollars for big companies (Darmon, 2004). In support of this view Rhoads et al (1994) paint a picture of typically open vacant positions that take approximately 60 days to fill. They argue that such a long period of filling a position translates into two full months of lost productivity that can never be recovered and state further that the implication of this lost opportunity is that the profitability of this might have found a way into assets of competitors, strengthening their market shares and their bottom lines. In addition, Darmon (2004) argues that there are also costs of hiring a wrong employee and that as a rule, a firm cannot afford even one non-productive team member otherwise this might lead to a compromised competitive advantage. He further submits that in addition to hiring the wrong employee, the company could pay for a compensation package and lose revenue during the individual's start up time.

Table 3.1 illustrates examples of direct and indirect costs of high staff turnover. Lashley (2001) states that this table does not include lost business due to staff turnover and makes an example of the retailing business where service is a keyword and that an ever-changing staff can challenge the consistency of service quality, which in turn can result in customer dissatisfaction and loss of revenue.

DIRECT COSTS	INDIRECT COSTS
Advertising for replacement	Lost investment in training
Management time spent	Lost staff expertise
<i>Recruiting</i>	Reduced service quality
<i>Interviewing/ Selecting</i>	Reduced productivity
<i>Inducting</i>	Increased wastage and costs
<i>Training</i>	Customer dissatisfaction
Recruitment agency fees	Negative impact on remaining staff
Travel expenses for interviews	Opportunity cost of lost management time
Postage and stationery	
Induction and orientation training	
Training	
Overtime cover	
Agency staff cover	
Processing new recruits document	
Processing ex-employees documents	
Uniforms	

Source: Lashley, 2001

Table 3.1 Examples of direct and indirect voluntary employee turnover costs

Despite the significant financial and non-financial implications relating to turnover, it has been suggested that some turnover in a firm is desirable in that some new employees bring new ideas, approaches, abilities and attitudes and prevents the organisation from becoming stagnant (Holmes and Schmitz, 1996). Lashley (2001) found that there was a school of thought that staff turnover is not always bad because it enables numerical flexibility and can be a device for replacing poorly skilled or poorly motivated employees.

3.7 The consequences of voluntary employee turnover

Excessive turnover can be fatal to an organisation due to the shortage of expertise in the job market and the high cost of training new employees (Igharia and Greenhaus, 1992). These authors maintain that excessive turnover can be fatal to organisations due to the shortage of expertise in the job market and the high cost of training new employees.

Lashley (2001) identifies the organisational factors most impacted upon by turnover to be as depicted in Figure 3.1 below.

EXHIBIT 1
Organizational Factors Most Impacted by Turnover

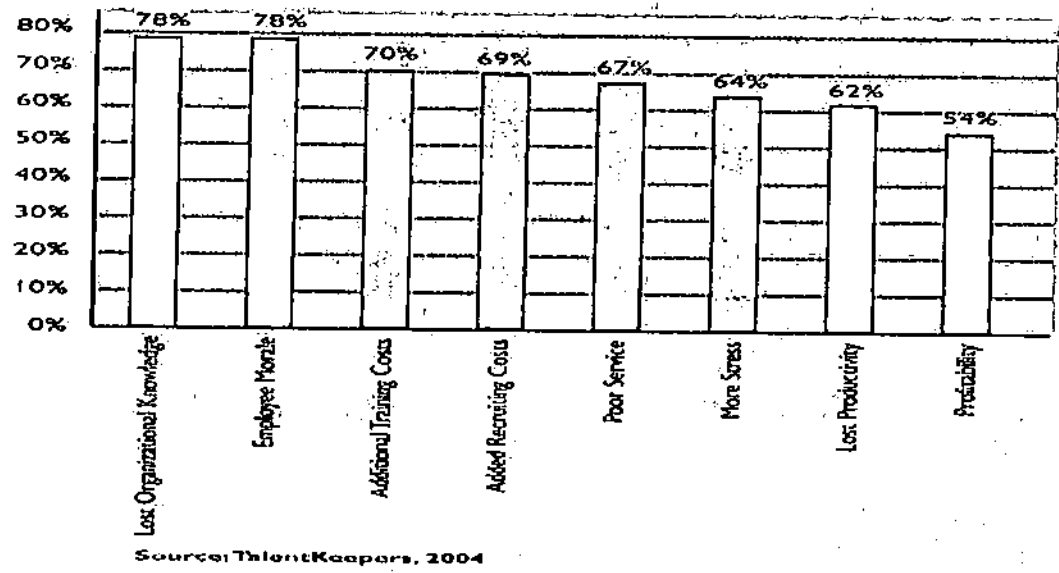


Figure 3.1: Organisational factors most impacted by turnover

A study by Wright and Bonett (1992) reveals that employee turnover involves significant adjustments in attitude and behaviour as stayers can become more discouraged and less satisfied. Sheehan (2003) is of the view that the reason for a colleague's departure can affect stayers' job-related attitudes and behaviours. His argument is that when a co-worker's reason for quitting reflected negatively on the stayer's job, the stayer becomes dissatisfied with his or her job. Furthermore, reasons given for turnover can also affect the stayer's productivity. Sheehan's (2003) study revealed that the productivity of participants who were exposed to a confederate who quit because of job dissatisfaction decreased significantly more than the productivity of participants who were exposed to a confederate who quit because of illness.

It has been argued that despite the disruption and cost of turnover, many managers still view employees as replaceable and further the "warm body" syndrome of hiring unselectively to fill a position even though the results of this practice can have devastating effects on both internal and external customers (Simons and Hinkin, 2001). Schreiber's (2002) view is that if organisations can retain more of their employees and thus have a lower employee turnover, then managers would not have to spend more time and dollar on employee recruitment. He admits that turnover is inevitable, however, he argues, that if management knows why employees are

leaving then they can be able to resolve the employee turnover challenges facing them.

Schreiber (2002) recommends that all managers should be held accountable for employee turnover and the huge costs involved. The reasoning behind this recommendation is that he firmly believes that employee turnover cost awareness is not communicated to managers and therefore is not a priority. He argues further that these costs should be part of every department's profit and loss statement and an integral aspect of each department's budget. Furthermore, Schreiber (2002) suggests that currently there is very little accountability placed on management's shoulders for employee retention and that in order to remedy this. He recommends that employee turnover and retention should be a topic at every executive committee meeting, staff meeting and department meeting. The essence of Schreiber's argument (2002) is that when management's compensation is partly based on employee turnover, the organisations will find that turnover will decrease dramatically. Smart et al (2002) suggests that by ignoring the turnover problem, hoping that it will go away or that changes in the economy will alleviate it, is self-defeating because turnover will not only increase but will be accompanied by other problems such as low staff morale and reduced productivity.

Any study on voluntary turnover is better understood by determining its antecedents and these are dealt with in the next chapter.

CHAPTER FOUR

ANTECEDENTS TO VOLUNTARY EMPLOYEE TURNOVER

4.1 Key antecedents of voluntary employee turnover

Trevor (2001) learned that voluntary turnover has generated a vast amount of scholarly interest, with well over 1,000 studies from the west addressing the subject. As would be implied in the aforesaid statement, there are space constraints disallowing a detailed review of literature on voluntary turnover in this paper. Only a few prominent antecedents were selected for review.

Barak et al (2001) suggest that an understanding of the causes and antecedents of turnover is a first step for taking action to reduce voluntary turnover rates. In support of this view, Wong, Hui and Law (1995) are of the view that in order to understand turnover, there is a need to identify antecedents to turnover. Barak et al (2001) state that to effectively retain workers, employers must know what factors motivate their employees to stay in their fields and whether these factors are associated with worker characteristics or with the nature of the work process, over which they may have some control.

According to White, (2001) there are at least 82 different potential antecedents of employee turnover. He argues that one of the reasons for so many different turnover antecedents is that predicting who will leave next in the organisation is very difficult because of the large number of reasons that influence such a move. King-Lawrence (2003) noticed that research on antecedents of voluntary turnover has gone from testing a simple construct of what factors are associated with employee satisfaction studies to studies that attempted to ascertain why people voluntarily withdraw from an organisation, to more recent models that consider a combination of ecological variables (such as work related factors, individual or demographic factors and economic factors).

Tett and Meyer (1993) are of the view that important discrepancies exist concerning the relative contributions of job satisfaction and organisational commitment to the withdrawal process. They list the following three views as depicting such discrepancies.

**The first view* is that commitment to the company develops from job satisfaction such that commitment mediates the effects of satisfaction on withdrawal variables.

**The second view* is that the direction of influence between satisfaction and commitment is the reverse of the above. The commitment-to-satisfaction mediation model suggests that commitment to the company engenders a positive attitude towards the job, possibly through a rationalisation process and people leave or stay, based on how they feel about their jobs.

**The third view* holds that both satisfaction and commitment contribute uniquely to the turnover process. This independent-effects model suggests that job satisfaction and organisational commitment, though related, are distinct constructs and thereby implying that there is no particular causality between the two attitudes. However, it does not rule out the possibility of reciprocal influences.

Tett and Meyer (1993) argue that the three models noted above are distinguished by the relative contributions of job satisfaction and organisational commitment to the turnover process. They further state that a related issue is the degree to which turnover intention mediates attitudinal effects on quitting.

The antecedents to voluntary turnover analysed to determine turnover intention in South African organisations are (1) the demographic factors: age, level of education, pay, gender, occupational level, length of service (2) perceived alternative employment opportunities, (3) job satisfaction and (4) organisational commitment). These factors have been identified as key antecedents to voluntary turnover (Barak et al, 2001; Wong et al, 1995; White, 2001; King- Lawrence 2003; Tett and Meyer, 1993, Deery and Shaw, 1997; Mitchell et al, 2001)

4.2 Demographic characteristics

Barak et al (2001) are of the view that demographic characteristics are among the most common and conclusive predictors in turnover literature. A number of studies find age, education, job level, gender and tenure with an organisation to be significant predictors of turnover (Blankertz and Robinson, 1997; Jinnat and Alexander, 1999). The demographic measures included in this study are, age, gender, level of education, tenure and income level.

According to Kharti and Fern (2001) the demographic factors that have been found to have stable relationship with turnover intention in past research include age, gender, level of education, tenure, income level and job category (managerial or non-managerial). Other studies have shown that among the identified demographic factors: age, tenure and income level have been identified as having a predominantly negative relationship with turnover intention (Wai and Robinson, 1998; Weil and Kimball, 1995).

4.2.1 Age

Okpara's (2006) study found that job satisfaction was positively associated with age, in that older employees are better able to balance personal needs and jobs/organisations than are younger employees. In addition older employees are more likely to cognitively justify remaining in the organisation, as they may have limited employment opportunities and greater costs than do younger employees. He argues that, based on this, older employees are likely to develop more positive attitudes towards their jobs. Okpara (2006: 50), however, cautions that the findings of several researchers have been contradictory in that they have reported five different types of relationships. "As an example, Hulin and Smith (1965) and Hunt and Saul (1975) reported that there is a positive linear relationship between age and job satisfaction. Contrary to this a negative linear relationship was reported by Munchinsky (1978), and, a U-shaped relationship was described by Clark et al. (1996); and Warr (1994). Still another relationship – inverted U-shaped or inverted J-shaped was discovered by Saleh and Otis (1964), yet Ronen (1978) found no significant relations"

The finding of the research by Iverson and Deery (1997) reflects that younger employees have a higher propensity to leave than older employees. The study conducted by Griffeth, Hom and Gaetner (2000) also found age to be consistently and positively associated with tenure, meaning that the relationship of age with turnover is negative. Boxal, Macky, Rasmussen (2003) study shows how age is a significant factor in turnover behaviour in that average tenure levels increase with age. They argue that the picture is one of increasing employment stability as people get older and as they become better paid. Levinson (1996) argues that life theory posits that younger people's career choices are naturally more provisional in that they experiment more with career choices and types of employers. Hellmann (1997) also

found that the older employees are less likely to leave than younger employees. Barak et al (2001) submit that it is generally accepted that younger and better educated employees are more likely to leave than their counterparts.

Boxall et al.'s (2003) research revealed that people under 35 rate their chances of getting a better job very high. Furthermore, those between 35 and 50 rate their chances even and those over 55 rate them low. The results of a study conducted by Popoola (2005) also confirmed that there is a significant negative relationship between age and turnover intentions of employees and, he interprets this to mean that that the higher the age of employees, the lower their turnover intentions and vice-versa. Popoola's (2005) findings conclude that in an actual sense, age has been universally accepted to be strongly related to worker's productivity and as a result, employers prefer younger employees for certain types of work in their establishment.

4.2.2 Level of education

Berg (1991) identified that education is positively associated with turnover thereby suggesting that the more educated an employee is, the more often he or she is likely to quit. Iverson and Pullman (2000) state that a dominant variable for economists is that of education as it reflects the human capital of employees and further that higher qualifications tend to increase mobility in the labour market. The study by Verhosftadt and Omev (2003) and that of Okpara (2006) elucidates a positive relationship between education and job satisfaction in that higher educated people were more satisfied with their jobs than were lower-educated people. They argue that the reasoning behind this is that higher educated people have a better job, better pay, and more opportunities for promotion. Okpara (2006) learnt that more educated workers have a greater number of job alternatives and thus, are less likely to become trapped in any job or organisation. He argues that the implication of this is that they are less likely to develop great affection toward their jobs.

4.2.3 Pay

Price (2001) defines pay as money and its equivalent which employees receive for their services to their employers. Lum et al (1998) state that pay is viewed as part of the sanction system used by the organisation to motivate compliance with its rules

and regulations, and furthermore, that as a result individual employee's pay is viewed as an important reward or outcome. The same authors propose that human resources management use salary differentials as economic incentives to enhance job satisfaction and to retain staff. Kharti and Fern (2001) hold the view that pay is considered one of the most important factors influencing employee turnover. They further state that this is particularly true with regard to the younger generation because they are thought to be very materialistic and as a result, they are believed to hop from one job to the other for a few extra dollars.

Iverson and Pullman (2000) state that older employees tend to earn higher wages and as a result they are more likely to have a less voluntary turnover intention. This view is supported by Lum et al (1998) who argue that a negative relationship between lesser paid levels and turnover exists. Lum et al (1998) state that reported consequences of pay dissatisfaction include a variety of unwanted employee behaviours such as turnover, absenteeism, willingness to strike and lowered job performance. The implication of this statement is that pay satisfaction is alleged to be significantly predictive of both absenteeism and turnover, though the strength of the relationship was not particularly large. The study by Lum et al (1998) suggests that pay has an impact on turnover only through its effects on pay satisfaction which, in turn, impacts on turnover only through turnover intentions. Price (2001) believes that pay decreases turnover and the intervening variables of job satisfaction, organisational commitment, search behaviour and intent to stay between pay and turnover.

Griffeth and Hom (1995) are of the view that despite the tendency of academics in the social sciences to downplay its importance, remuneration retains an important role in employee turnover. Popoola (2005) is of the view that when employees receive high wages and salaries, there is a tendency that they will be organisationally committed as well as having high job satisfaction. He further states that in the same vein, an employee who receives good pay will have low turnover intentions and remain committed to the cause of his or her organisation. Lum et al (1998) state that reported consequences of pay satisfaction include a variety of unwanted behaviours such as turnover, absenteeism, willingness to strike and lowered performance.

4.2.4 Gender

Kharti and Fern (2001) found that there are conflicting findings in the literature on the relationship between gender and turnover. Okpara (2006) observes how many studies concerning the relationship between job satisfaction and gender have been contradictory. His reasoning is that several studies have found women to be more satisfied than men while some studies show how a majority of female employees have had to overcome more barriers than have their male counterparts. The conclusion that can be reached from this study is that it seems reasonable to expect that a perception of inequality can affect job satisfaction of female employees. Elaine (1997) is of the view that in Singapore, males are more likely to quit than females because despite the increasing participation of females in the workforce, they work basically to supplement the family income and that the traditional belief that males are the breadwinners still persists in that country. Iverson and Pullman (2000) found that since females are over-represented in white-collar occupations they tend to have a higher turnover as compared to their male counterparts. A study by Griffeth et al (2000) reveals that gender appears to be unrelated to quit rates. This finding was confirmed by the study of Boxal et al (2003) who revealed that gender was not a significant factor differentiating movers and stayers.

4.2.5 Length of Service

Oshagbemi (2000) submits that a number of earlier studies suggest that the length of service in a job could be used to estimate the levels of job satisfaction of workers. This view is supported by Barak et al (2001) who attest that there is a considerable evidence of an inverse relationship between tenure and turnover. They argue that turnover rates are significantly higher among employees with a shorter length of service than among those who are employed longer. Barak et al (2001) suggest that the reason for this could be due to the fact that longer tenured employees have more investment in the company and are less likely to leave.

Oshagbemi (2000) is of the view that it should be expected that there will be a positive relationship between a higher level of satisfaction and longer service in an organisation by an employee. The findings of a study by Hellmann (1997) indicate that employees with more tenure are less likely to leave than those with less tenure. This view is also supported by Iverson (1999) who observes that there is an inverse

relationship between tenure with voluntary turnover. It has been suggested that the reason for this relationship is that older people who have greater years of seniority have greater investment in organisations (Hellmann, 1997). He further argues that these investments manifest themselves in different forms such as skills and fringe benefits that may entice employees to remain with the organisation.

4.3 Perceived alternative employment opportunities

Research by Khatri and Fern (2001) suggests that both perceived alternative employment opportunity and labour market conditions are positively associated with turnover. Mitchell et al (2001) state that job attitudes combined with job alternatives predict intent to leave, which is the direct intent to turnover.

Hwang and Kuo (2006) suggest that there is a stable negative relationship between job satisfaction and turnover. They state that job satisfaction alone has been found to account for a small percentage of the total variance in a turnover model. In the same study, they suggest that job satisfaction and general job availability were interdependent, and they view the latter as a moderator of job satisfaction. Hwang and Kuo (2006) state that when employees consider leaving the organisation, they tend to consider their attitudes towards their present job, and also evaluate possibilities in the external environment. Their point of emphasis is that an employee needs to know alternative employment opportunities in the labour market before deciding whether to leave or stay in a particular company. White (2001) purports that if an employee discovers available alternatives; such an employee can decide to either stay with the organisation, or to leave. He argues that if the employee decides to remain with the organisation, he would start the cycle all over should another alternative arise.

Price (2001) proposes a mediating process between labour market opportunities and turnover. He notes that propositions without intervening processes are often incomplete. Hwang and Kuo (2006) interpret this to mean that more opportunities produce greater awareness for alternative jobs in the external environment, which then allows employees to evaluate costs and benefits of these alternative jobs. Finally, if the benefits of the jobs appear to be greater than the costs, employees then decide to quit their jobs.

According to White (2001) when an employee becomes dissatisfied with his or her job for some reason, such dissatisfaction can lead into thoughts of quitting and to a job search. He further states that the employee will then seek alternative employment, evaluate such alternatives, and then compare the potential new employment opportunities with his current job. After this evaluation is completed, the decision of whether to leave or stay is made by the employee.

A study conducted by Hwang and Kuo (2006) indicates that job satisfaction alone does not have a significant relationship with turnover intention. The same study also shows that interaction between job satisfaction and perceived alternative employment opportunities does have a negative effect on turnover intention. Mitchell et al. (2001) submit that most of the perceived ease of movement is reflected by job alternatives, and that the perceived desirability of movement is usually taken to mean job satisfaction. The same authors state that traditional wisdom when people become dissatisfied with their jobs, search for alternatives and compare those with options in their current jobs using an expected-value-like decision process, and will leave if any of the alternatives are judged to be better than their situation. Job attitudes combined with job alternatives predict intent to leave, which is the direct antecedent to turnover.

The study by Schwab (1991) reveals that actual ease of movement is determined either by general job availability (for instance, the unemployment rate is assumed to capture a sample's relevant job market) or by an individual's attribute that enhances mobility, which is referred to as "movement capital". In contrast, Khatri and Fern (2001) emphasise that actual ease of movement is simultaneously determined by factors at the market level (general job availability) and the individual level (movement capital). Lambert et al, (2001) contend that the availability of alternatives is measured by the following item: "About how easy would it be for you to find a job with approximately the same income and fringe benefits you have? Not easy, Somewhat easy, or Very easy? ". Hellman (1997) is of the view that the main reason of an employee considering perceived alternative employment opportunities is due to the dissatisfaction experienced in the workplace. His viewpoint is that low levels of organisational commitment will lead to outcomes such as the willingness to search for another job, intention to leave and turnover.

Boxall et al (2003) are of the view that in times of comparatively low unemployment and tight labour supply, the people's perceptions of the ease of obtaining alternative

employment are heightened.

4.4 Job satisfaction

It has been established that job satisfaction operates as the key psychological predictor in most voluntary turnover studies (Dickter et al 1996). Roznowski and Hulin (1992) contend that the overall job satisfaction measures are the most informative data a manager or researcher can have for predicting employee behaviour. Trevor (2001) states that job satisfaction has been characterised as a multifaceted function of several diverse factors such as monetary rewards, type of supervision and participation in the job assignment decisions. Lambert et al (2001) have argued that job dissatisfaction may lead to employee withdrawal, particularly in terms of voluntary turnover.

Hwang and Kuo (2006) argue that in essence, job satisfaction entails the extent to which employees like their work and entails their expectation that their job will provide a mix of features (such as pay, promotion or autonomy). Furthermore, each employee has certain preferential values for these features. Koh and Goh (1995) are of the view that satisfaction with the nature of work is negatively associated with the turnover intention, and further that the nature of work refers to the kind of work an employee is doing. Their study suggests that there is a negative relationship between job satisfaction and turnover in that there is a common understanding that dissatisfied employees are more likely to leave an organisation than satisfied ones. Koh and Goh are of the view (1995) that job satisfaction is an important predictor of organisational commitment because employees who are satisfied with their jobs have more organisational commitment than do less satisfied employees. Lambert et al, (2001) contend that there are two general categories of factors that are believed to influence employee job satisfaction, namely demographic characteristics and work environments. They further argue that in turn, job satisfaction negatively affects turnover intent, and turnover intent directly impacts voluntary turnover.

According to Hom and Kinichi (2001), testing theories of how loss of job satisfaction progresses into job termination has dominated turnover research for over 25 years. Hwang and Kuo (2006) support this view when they state that the relationship between job satisfaction and turnover is one of the most thoroughly investigated topics in turnover literature. They argue further that the result of this is that job

satisfaction seems to have been long recognised as an important variable in explaining turnover intention.

White (2001) has developed the framework (Fig 2.3) below to indicate how job dissatisfaction can ultimately lead to employee turnover.

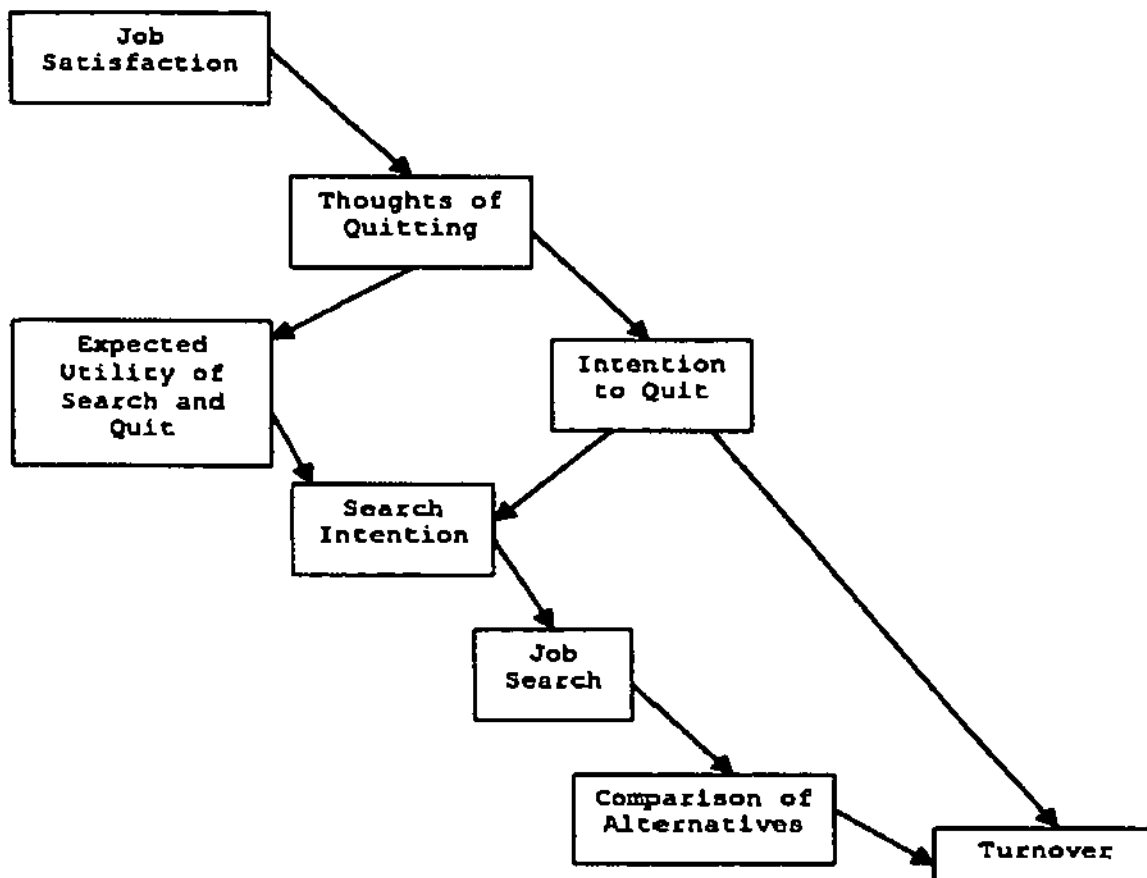


Figure 4:1 How job dissatisfaction leads to turnover (White, 2001)

Popoola (2005) argues that intentions to quit an organisation are among the strongest predictors of staff turnover. Ngulube (2000) contends that unsatisfactory working conditions and lack of job satisfaction have greatly contributed to the organisation's failure to retain professionally trained staff. Ngulube's research (2000) also establishes that there is significant interaction in the effect of job satisfaction and turnover intentions on organisational commitment of employees. Sagie's (1998) research findings also indicate that job satisfaction and turnover intentions can be used to predict organisational commitment of employees. He further argues that in fact the combination of these two factors – job satisfaction and turnover intentions can have positive or negative effects on organisational commitment of staff and this may later affect organisational efficiency and effectiveness.

Samad (2006) contends that the majority of prior researchers used Herzberg's (1973) theory in researching job satisfaction. He argues that this theory is based on two types of needs to conceptualise workers' motivations, namely: (1) the need for psychological growth or motivating factors and (2) the need to avoid pain or hygiene factors. Samad (2006) also holds the view that the motivating factors constitute elements like staff achievement and advancement while hygiene factors comprise elements such as company or organisational policies, quality of supervision, working conditions, salary, and relationship with peers and subordinates. Status and security are negative elements that could cause dissatisfaction at work. Samad (2006) further submits that in Herzberg's theory, job satisfaction and dissatisfaction are totally separate dimensions. Samad (2006) contends that improving hygiene factors such as working conditions, will not give people job satisfaction, but will instead prevent them from being dissatisfied.

According to Lambert et al (2001) research has shown a consistent relationship between job satisfaction and voluntary turnover. However, these authors raise a concern about the explained variation which typically been has small. Their reasoning is that the effect of job satisfaction is only part of the equation and furthermore, that it is equally important to explore and understand the key antecedence of job satisfaction. Furthermore, they are of the view that by identifying factors that influence job satisfaction, it will enable managers to have necessary and meaningful information to make intelligent decisions regarding interventions aimed at increasing job satisfaction. The study by Hwang and Kuo (2006) shows that job satisfaction, alone does not have a significant relationship with turnover intention. They, however, found that interaction between job satisfaction and perceived alternative employment opportunities has a positive effect on turnover intention.

It has been argued that, overall, job satisfaction is consistently and negatively associated with employee turnover (Harter, Schmidt, and Hayes, 2002). Popoola (2005) corroborate this finding by there is a significant negative relationship between turnover intentions and job satisfaction of employees. He interprets the findings to mean that the lower the turnover intentions of staff, the more they are satisfied with their jobs.

4.5 Organisational commitment

Prior studies (Huselid and Day, 1991; and Brown 1996) indicate that organisational commitment has received increasing research interest because of its importance in predicting worker's behavioural outcomes such as absenteeism and turnover. A concern has been raised that organisational commitment is often confused with job satisfaction despite the fact that these variables are distinct. Their differences are encapsulated in the following statement: "As an attitude, commitment differs from the concept of job satisfaction in several ways. To begin with, commitment as a construct is more global reflecting a general affective response to the organisation as a whole. Job satisfaction, on the other hand, reflects one's response either to one's job or to certain aspects of one's job. Hence commitment emphasises attachment to the employing organisation, including its goals and values, while satisfaction emphasises the specific task environment where an employee performs his or her duties. In addition, organisational commitment should be somewhat more stable over time than job satisfaction. Although day-to-day events in the workplace may affect an employee's job satisfaction, such transitory events should not cause an employee to seriously re-evaluate his or her attachment to the overall organisation" (Buck and Watson, 2002: 178).

There is general agreement that the two views that dominate organisational commitment literature are: (1) the behavioural approach and (2) the attitudinal approach (Samad, 2006; Mathieu and Zajac, 1990). It has been argued that the behavioural approach to commitment is concerned mainly with the process by which individuals develop a sense of attachment not to an organisation but to their own actions (Samad, 2006). Mathieu and Zajac (1990) define the attitudinal approach as an attitude reflecting the nature and quality of the linkage between an employee and organisation. They further state that it portrays a highly committed individual as one who has (1) a strong belief in and acceptance of the organisation's goals and values; (2) a willingness to exert considerable effort on behalf of the organisation; and (3) a strong desire to maintain membership in the organisation.

Miller (1996) contends that the decision to remain with an organisation is largely determined by an employee's level of commitment to the organisation. Buck and Watson (2002) refer to the research by Mathieu & Zajac (1990) which shows a positive correlation between an individual's level of commitment to an

organisation and remaining in that organisation. It has been asserted that organisational commitment is an important evaluative measure of the level of attachment between the employee and the employing organisation (Badu, 2001). Badu's argument (2001) is based on the notion that sometimes workers exhibit low organisational commitment through absenteeism, lateness at work, disloyalty, hatred of the organisation, high turnover intentions, withdrawal and lack of cooperation with authority.

Some of the variables proposed as antecedents related to commitment are job tenure, job satisfaction, job involvement, promotional opportunities, distributive justice, and kinship responsibilities (DeConinck and Bachmann, 1994)). It has been stated that organisational commitment will increase with an employee's tenure. This has been interpreted to confirm that job tenure has a significant influence on organisational commitment (Mathieu and Zajac 1990). DeConinck and Bachmann (1994) in the four studies they conducted to test the relationship between job tenure and turnover found that correlations ranged between -12 to -35, thus suggesting that employees with more seniority are less likely to leave than those with less seniority.

In their study DeConinck and Bachmann (1994) state that researchers view organisational commitment from either a behavioural perspective or attitudinal perspective. They argue that when viewed from the latter, organisational commitment can be seen as the relative strength of the individual's identification with and involvement in a particular organisation, meaning that such an individuals will be characterised by belief in and acceptance of organisational values, willingness to exert effort on behalf of the organisation, and a desire to maintain membership in the organisation. DeConinck and Bachmann (1994) further argue that from a behavioural perspective approach, a worker will make choices to stay working for a company even if an alternative job is available thus exhibiting commitment to that organisation.

The study by Okpara (2006) reveals that the consequences of job dissatisfaction include high turnover, lateness, absenteeism, poor performance and low productivity. Al-Ajmi (2001) contends that excessive turnover, absenteeism and low productivity result in the waste of human power and unnecessary loss in productivity and profit. DeConinck and Bachmann (1994) argue that employers should strive to increase employee's organisational commitment in order to reduce turnover which adversely affects organisations in several ways such as increased direct costs involved in

recruiting and training employees and indirect costs related to decreased employee performance. Furthermore, they opine that organisations can increase an employee's organisational performance by developing policies and procedures to retain their valued employees only if they understand the causes of turnover, one cause being a lack of organisational commitment. Okpara (2006) has also found that the personal characteristics that have significant impact on employee job satisfaction are: age, education, experience and gender.

Popoola (2005) asserts that employees who are highly satisfied with their jobs or strongly committed to the organisation will avoid withdrawal behaviours and maintain the continued attachment to work. It has been argued that in South Africa, organisational commitment exerts a positive influence on job performance whilst reducing turnover and absenteeism (Boshoff and Arnolds, 1995).

Popoola (2005) has a view that the commitment of employees is declining because employees expect more from life and from their places of work. He argues that the consequences of employees' low level of organisational commitment in any workplace, are absenteeism, high turnover rate, turnover intentions, transfer of loyalty to non-work activities, inefficiency, slow career progression, job dissatisfaction and low productivity.

White (2001) raises a concern that with the extinction of the implicit guaranteed job-for-life that many have enjoyed in the past, organisational commitment may also diminish in this millennium. He further states that as a result of the continuation of downsizing of organisations there might be deterioration in the level of commitment that employees hold for their employers.

4.5.1 Affective, normative and continuance commitment

In order to ascertain the status of commitment, Meyer and Allen (1991) undertook a comprehensive review of organisational commitment literature. Their findings state that an employee simultaneously experiences commitment to the organisation based on emotional attachment (affective commitment), a feeling of obligation to the organisation (normative commitment), and the perceptions that the costs of leaving the organisation are prohibitively high (continuance commitment). Based on their findings Meyer and Allen (1991) suggest that researchers could better understand an

employee's relationship with an organisation by analysing all the components simultaneously. Wasti (2003) indicates that affective continuance and normative commitment should be viewed as distinguishable components rather than types of commitment since an employee can experience each of these psychological states to varying degrees. The findings of the study by Meyer, Allen and Smith (1993) indicate that employees with a strong affective commitment remain with the organisation because they want to. Those with a strong continuance commitment remain because they need to, whilst those with a strong normative commitment remain because they feel they ought to do so. The study by Hackett, Bycio, and Hausdorf (1994) reported significant and negative partial correlations between affective, normative and continuance commitment and intent to quit one's job. Jaros's (1995) research findings indicated that each component of commitment is significantly and negatively correlated with turnover intentions. The same study shows how the strength of these correlations are equal and lastly that each component will independently predict turnover intentions.

It is suggested that because of the conceptual distinctions between the three components of commitment namely affective, normative and continuance, that they should develop from different causes, and should result in different attitudinal and behavioural consequences (Meyer and Allen, 1991). It has been suggested that the commonalities among affective, normative, and continuance commitment is based on the notion that each component should have an effect on an employee's intentions, and decision to remain a member of the organisation (Meyer, Allen and Smith 1993). Furthermore, the study of Meyer and Allen (1991) argue that common factors to these approaches of commitment is viewing commitment as a psychological state that (a) characterises the employee's relationship with the organisation, and (b) has implications for decisions to continue or discontinue membership in the organisation. Meyer and Allen (1991) further state that the nature of these psychological states differ in that each of the three components is proposed to develop as a function of different antecedents and have different implications for work-related behaviour other than turnover.

Meyer and Allen (1991) identify employee's affective commitment to the organisation is the most important component of the organisational commitment in predicting turnover intentions. They argue that organisations interested in reducing voluntary turnover behaviour can do so indirectly (i.e. through turnover intentions) by fostering

affective commitments. Wasti (2003) suggests that the reason for the emphasis on affective commitment is mostly due to the fact that it has the strongest and most consistent relationship with desirable outcomes. He further suggests that the interest in an affective commitment is due to the fact that much of the research has been conducted in the individualistic North American context, where attitudes and cost-benefit calculations, rather than norms, are the primary determinants of social behaviour.

The results of the research by Jaros (1995) indicate that the relationship between organisational commitment and turnover intentions may be more complex than the one described in the Meyer and Allen (1991) model. He illustrates the correlation analysis in samples indicating that each type of commitment was significantly and negatively related to turnover intentions. However, three components of commitment differed in their strength of their correlations with intentions. Furthermore, established that affective commitment had a significantly stronger correlation with turnover intentions than normative or continuance commitment with affective commitment as the only significant independent predictor of turnover intentions. Meyer and Allen (1997) observe that normative commitment may be a better predictor of job outcomes in collectivist contexts that emphasise strong social ties and obligations. Jaros's (1995) research findings revealed that organisational commitment is negatively related to intention to quit, thus meaning that higher levels of organisational commitment will lead to lower levels of intention to leave.

The results of various studies testing these forms of commitment (affective, normative and continuance) have produced findings that differ. As an example Whitener and Walz (1993) used structural equation modelling to explore the independent relationship between affective and continuance commitment and turnover intentions and found that affective commitment had a significant negative effect on intent to quit an organisation, while continuance commitment had no significant effect on intent to leave. Somers (1995) on the other hand used multiple regression analysis to examine the relationship between affective, normative and continuance commitment and concluded that both affective and normative commitment were significant predictors. However, continuance commitment did not contribute to prediction. Hackett et al (1994) reported significant, and negative, partial correlations between affective, normative and continuance commitment and intent to quit one's job.

4.5.2 Positive and negative affectivity

Chiu and Francesco (2003) proved a relationship between dispositional traits and job satisfaction. Dispositional traits in George's view (1989) are defined as a frame of reference through which a person appraises and reacts to a situation using a consistent and stable way of thinking, feeling and behaving. George (1989) further argues that the dispositional traits of positive and negative affectivity can be considered as personality traits. Positive affectivity is defined as a trait that reflects pervasive individual differences in positive emotionality and self-concept and measures the degree to which an individual is predisposed to be happy (Chiu and Francesco, 2003). It has been suggested that individuals with high positive affectivity are deemed to have an overall sense of well-being, and view themselves as active, self-efficacious and pleasurably engaged, both interpersonally and in terms of achievement, and a worker with negative affectivity would more likely want to leave his or her job (Roznowski and Hulin, 1992). The implication of this is that individuals who tend to experience positive emotions show higher affective commitment to organisations and less desire for turnover. The results of the study by Chiu and Francesco (2003) indicate that positive affectivity is positively related to job satisfaction, whilst negative affectivity is associated with dissatisfaction. Furthermore, it is not surprising that those who are more positively disposed are more likely to be satisfied with their jobs. In contrast, it is argued that individuals with negative affectivity are predisposed to a negative dispositional tendency and cognition and tend to have negative views of job satisfaction (Chiu and Francesco (2003).

Despite the submissions discussed above, authors such as Isen and Baron (1991) argue that high positive affectivity individuals who are dissatisfied with their jobs are likely to quit. Iverson (1999) suggests that positive affectivity is positively related to job tenure because someone in a positive state of mind is better able to cope with a changing or dissatisfactory environment.

4.6 Summary of job satisfaction and organisational commitment

Popoola (2005) discerned significant positive relationship between job satisfaction and employees' organisational commitment. He argues that this implies that the higher the job satisfaction of employees, the more they are organisationally committed and vice versa.

Elangovan (2001) argues that although researchers have postulated and identified a number of variables as being associated with turnover, job satisfaction, commitment and intention to quit are the main antecedents to turnover. The author r submits that there is considerable support for the notion that intention to quit is probably the most important and immediate antecedent of turnover decisions. Furthermore, several models have postulated that job satisfaction and organisational commitment are antecedents of turnover. Samad (2006) is concerned that researchers are still arguing the relative merits of job satisfaction and organisational commitment to explain behavioural outcomes that include turnover intentions. His point is that to date, there is no conclusive agreement among analysts and scholars in deciding whether job satisfaction or organisational commitment is a significant and useful predictor of organisationally relevant behaviour such as turnover.

Boxall et al (2003) state that one of the most interesting aspects of their survey was that it shows that motivation for job change is multidimensional, thus meaning that no one factor will explain it. Their study reflected that people who quit their jobs gave on average of at least three major reasons for doing so. Spector (1997) contends that the two-related outcomes of job satisfaction and affective commitment mediate the effects of dispositional traits on turnover intention. He defines the first outcome, job satisfaction as how people feel about their jobs and different aspects of their jobs. Spector (1997) conceptualised a second outcome, which is how an individual identifies himself or herself with involvement and emotional attachment to the organisation.

Abrams (2002) identified the following factors which are associated with high retention rates, based on observed correlations between low turnover and identified practices in optimising retention rates. These were:

- Creating a retention task force comprising a wide range of staff including line managers, human resource specialists, and vice presidents;
- Measuring turnover at multiple organisational levels and job levels;
- Holding line managers accountable for retention;
- Ensuring internal promotion;
- Addressing compensation issues; and
- Creating a visible presence among top management.

Abrams (2002) is of the opinion that it is most important to identify methods that have an impact on employee satisfaction, such as compensation and input, and then concentrate on addressing these to promote retention. Popoola's (2005) study findings state that organisational commitment, job satisfaction and turnover intentions are essential factors to assist in determining the behaviours of employees. As a result of this he recommends that policymakers should provide attractive conditions of service for employees to enhance their job satisfaction and organisational commitment as well as reducing their turnover intentions.

CHAPTER FIVE

RESEARCH METHODOLOGY

5.1 Hypothesis testing

This study adopted turnover intention in preference to actual turnover as the dependant variable. As suggested by Hwang and Kuo (2006) turnover intention highly correlates with actual turnover. The hypotheses, as shown in Table 3.1 contain positive (+) and negative (-) signs to indicate the hypothesised causal relationship between antecedents of voluntary intention and the turnover intention. For example, it is hypothesised that perceived alternative employment opportunities are positively associated with turnover intention. This means that employees with perceived alternative employment opportunities also have a high turnover intention.

ANTECEDENTS OF TURNOVER INTENTION	TURNOVER INTENTION
Demographic factors	
Age is positively associated with voluntary turnover	+
Level of income is negatively associated with voluntary turnover	-
Level of education is positively associated with voluntary turnover	+
Tenure of an employee in a company is negatively associated with voluntary turnover	+
Gender is related to turnover intention	-
Perceived alternative employment opportunities are positively associated with turnover intention	+
Job satisfaction is negatively associated with turnover intention	-
Organisational commitment is negatively associated with turnover intention.	-

Table 5.1 Summary of Hypothesis

- Hypothesis 1: Age is positively associated with voluntary turnover.
- Hypothesis 2: Level of income is negatively associated with voluntary turnover.
- Hypothesis 3: Level of education is positively associated with voluntary turnover.
- Hypothesis 4: Tenure of an employee in a company is negatively associated with voluntary turnover.
- Hypothesis 5: Gender is related to voluntary turnover.
- Hypothesis 6: Perceived Alternative Employment Opportunity is positively associated with voluntary turnover.
- Hypothesis 7: Job satisfaction is negatively associated with voluntary turnover.
- Hypothesis 8: Organisational commitment is negatively associated with voluntary turnover.

5.2 Sample

This research studies the relationship between demographic factors (age, level of income, gender, tenure of employment and qualifications) perceived alternative employment opportunities, job satisfaction and job satisfaction on voluntary turnover. Data was collected using a questionnaire that measures these antecedents. Questionnaires used five-point Likert-type scales, which range from “strongly agree” to “strongly disagree”. The questionnaires were sent HR managers of the selected organisations. The respondents were informed that the purpose of the exercise was to assess their feelings and thoughts on various aspects of their jobs and that there were no right or wrong answers to the questions included in the survey.

To increase the response rate and to encourage objective and truthful responses respondents were informed that completed questionnaires would be sent directly to the researcher and that no one in their organisations would see them. An envelope was provided so that the respondents could return the questionnaires anonymously to the box placed in the HR department. Employees were also given the choice of emailing their responses to the researcher at address provided and were assured of the strict confidentiality of their responses. The reason for email as the alternative method of data collection was due to speed of delivery, convenience and also of guaranteeing to the respondents of the independence of the researcher from their

respective organisations.

Some 350 questionnaires were distributed to six companies Johannesburg and Pretoria as identified from Top 300 National Companies 2004/05 magazine. The process of selecting the six companies was done by the Statistical Package for Social Sciences computer programme.

Three hundred and fifty questionnaires were distributed at the identified six companies the cities of Johannesburg and Pretoria. Each of the respondents received a personalised envelope containing eight page questionnaire and self-addressed envelope. Of the total of 128 (37%) returned questionnaires, 11 questionnaires were incomplete and were thus discarded, leaving 117 (33%) usable returned questionnaires which form the basis for subsequent analysis. As reflected in figure 5.1 below, 70.1% (82) of respondents are professionals, 24.8% (29) are support staff while 5.1% (6) of respondents are managers.

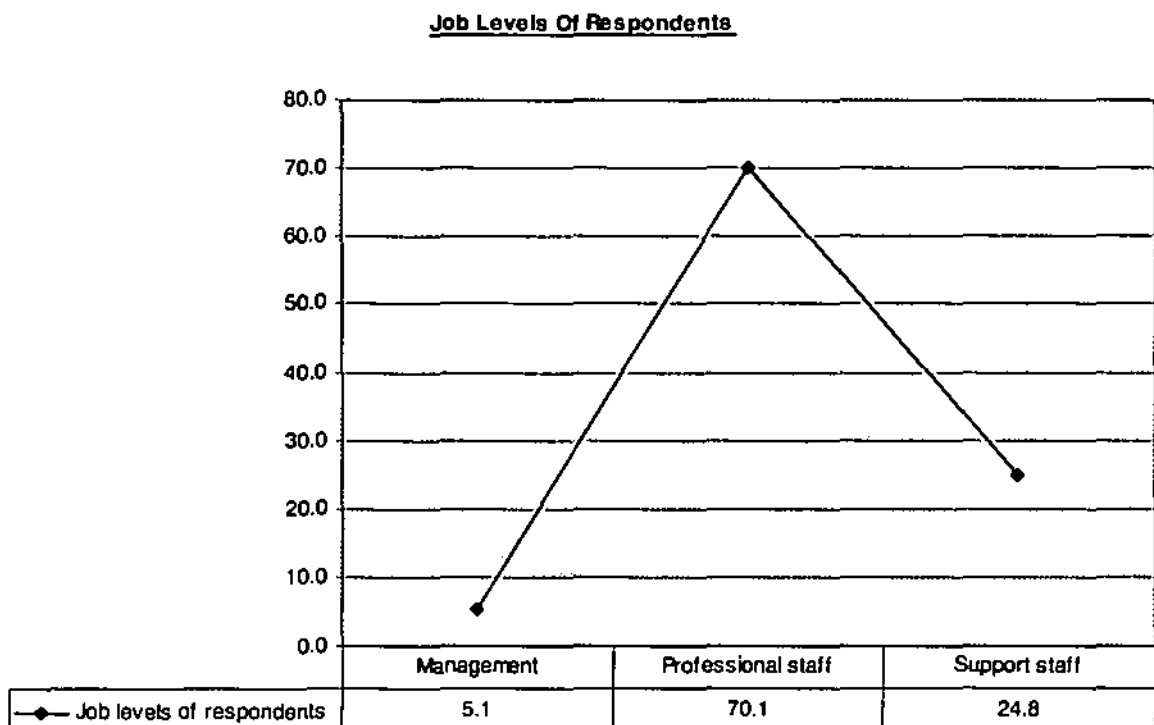


Figure 5.1 Job Levels of the respondents.

The implication of figure 5.1 above is that the findings of the results of this research are biased towards the perceptions of the professionals which may not necessarily be representative of managers and professionals.

5.3 Measures

5.3.1 Demographic factors

For demographic factors, respondents were asked indicate their age, occupational level, gender, race, tenure in current organisation; level of education and their salary bracket.

5.3.2 Perceived alternative employment opportunities

Measures of perceived alternative employment opportunities are based on the study by Hwang and Kuo (2006). Examples of items are “If I quit my current job, the chances that I would be able to find another job which is as good as, or better than my present one is high”; “if I leave this job, I would have another job as good as this one within a month”. Participants used a 1-5 rating scale numbered from 1 (Strongly disagree) through 3 (neither agree nor disagree), to 5 (strongly agree).

5.3.3 Organisational commitment

This was measured by selecting of eleven items from the Organisational Commitment Questionnaire (Mowday, Steers and Porter, 1979). A 5-point scale was used ranging from 1 (strongly disagree) through 3 (neither agree nor disagree), to 5 (strongly agree).

5.3.4 Job satisfaction

Job satisfaction was measured according to the Job Diagnostic Survey (Hackman and Oldham, 1975). Examples of items are: “Generally speaking, I am very satisfied with this job”, “Most people in this organisation are very satisfied”. Participants used 1-5 rating scale numbered from 1 (strongly disagree) through 3 (neither agree nor disagree), to 5 (strongly agree).

5.3.5 Rewards/ remuneration

Pay satisfaction was measured by a rating scale numbered from 1 (strongly disagree) through 3 (neither agree nor disagree), to 5 (strongly agree).

The scale contained general items seeking attitudinal information about pay level. Examples of items are “my remuneration package is in line with my job responsibilities”, and “I occasionally think about quitting my job due to salary related issues”.

5.3.6 Turnover intention

Measures of turnover intention adopted in the study are those advanced by Hwang and Kuo (2006). Examples of items are “I will probably look for a new job in the next year” and “I will actively look for a new job in the next year”. Participants used a 1-5 rating scale numbered from 1 (strongly disagree) through 3 (neither agree nor disagree), to 5 (strongly agree).

5.3.7 Controls

This study has several controls. Variables that have been found to have stable relationship with turnover intention in the previous research include gender, education and tenure. Several studies have reported a negative relationship between turnover intention and age, tenure. The level of education, on the other hand, is found to be positively associated with turnover suggesting that the more educated people quit their job often. Therefore, this study controls gender, age education and tenure.

5.4 Data analysis

The following analysis was done to interpret data:

- **Frequencies:** This method was used to determine the frequency of various responses on different variables (job levels, age, gender etc).
- **Reliability analysis:** The alpha coefficient formula was used to determine the internal reliability of each of the extracted factors.
- **Satisfaction indices:** The following formula was used to determine satisfaction levels per item on an already recoded 5-point likert scale. $Index = (x-1)/4 * 100$.
- **Descriptive statistics and means:** These methods were used to determine the extent to which respondents agree or disagree on average to statements.

CHAPTER SIX

RESULTS OF THE STUDY

6.1 Demographic factors

The demographic characteristics of the sample are presented in the following tables.

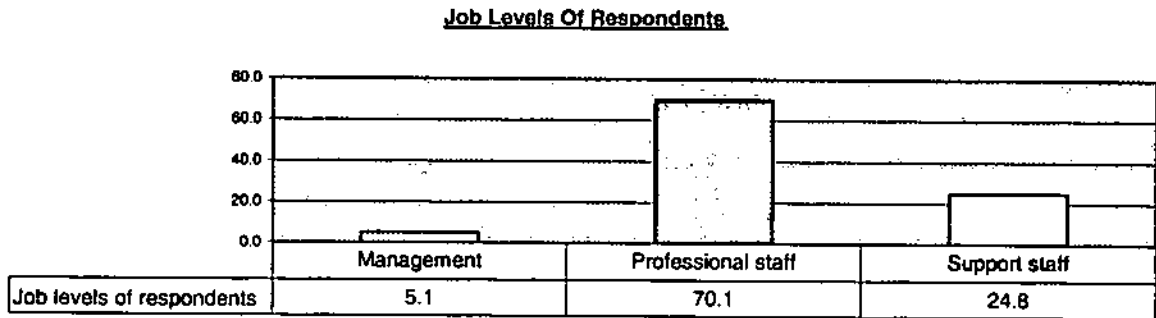


Figure 6.1 Job levels of the respondents

The results reflect that the majority of the respondents are in the professional job level category (70.1%), while 24.8% fall under the support staff job level category and lastly, the respondents who fall under the managerial job level category (5.1%).

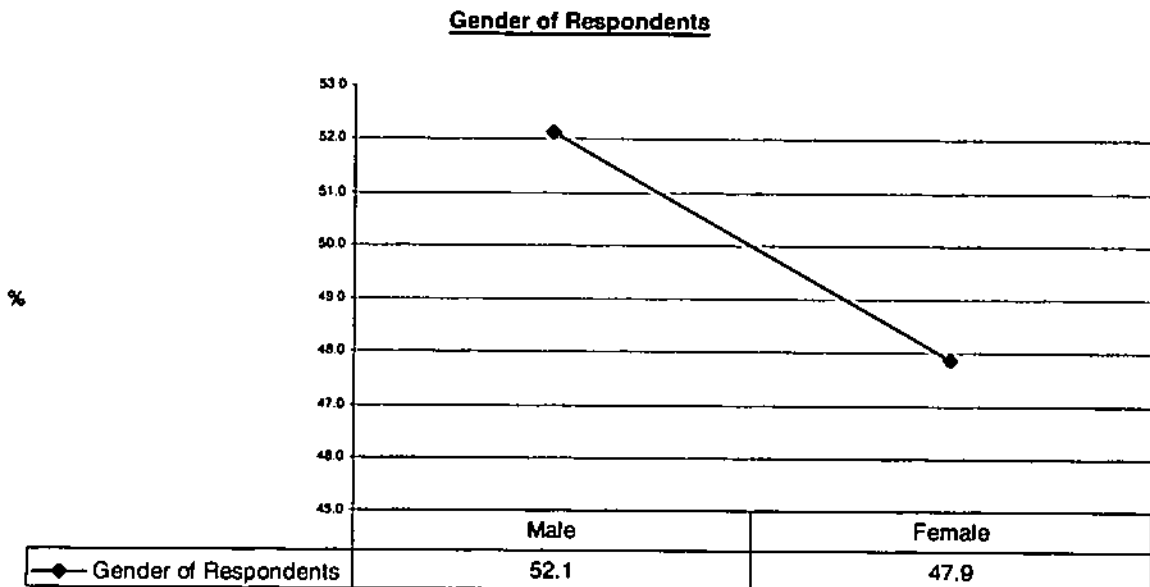


Figure 6.2 Gender of the respondents

The response rate of male and female employees was at 52.1% (61) and 47.9% (56) respectively.

Age categories of Respondents

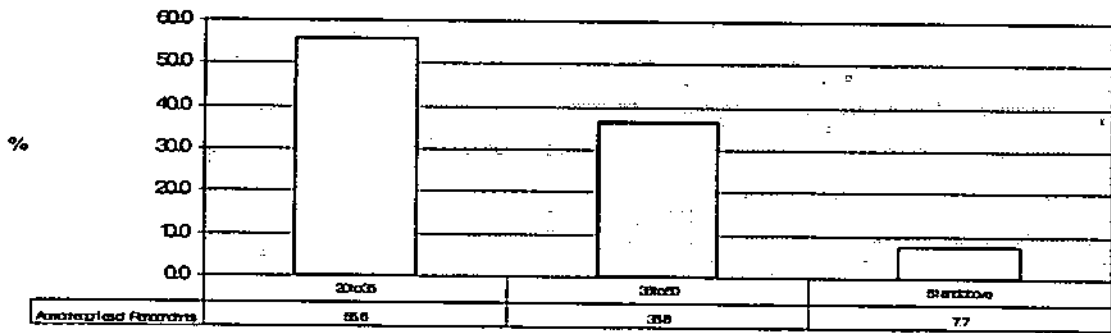


Figure 6.3 Age of the respondents

The majority of the respondents at 55.6% (65) fall in the age group 20-35. They are followed by respondents in the age group between 36 to 50 at 36.8% (43) and the age category 51 and above which comprises 7.7% (9) of the total number of respondents.

Years of Service with the Organization

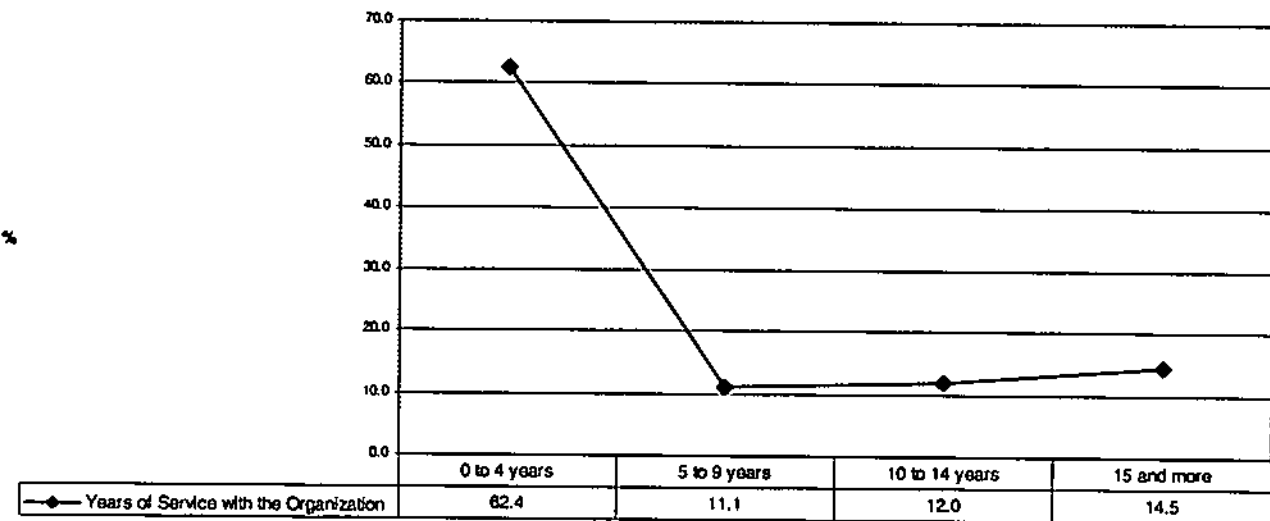


Figure 6.4 Number of years with the organisation

Majority of the respondents, 62.4% (73), had a much shorter tenure in their current organisations.

6.2 Findings on hypothesis testing

Relationships between turnover intention and the identified antecedents of voluntary turnover are presented below. The significance level for all antecedents is 0.05.

6.2.1 Age is positively associated with voluntary turnover

		Age
	Age	Correlation Coefficient
		.000
		Sig. (2-tailed)
		N
		117
	Overall turnover	Correlation Coefficient
		-.329
		Sig. (2-tailed)
		.000
		N
		117
	I will probably look for another job in the next year	Correlation Coefficient
		-.289
		Sig. (2-tailed)
		.002
		N
		117
	I will likely actively look for a new job in the next year	Correlation Coefficient
		-.296
		Sig. (2-tailed)
		.001
		N
		117
	I often think about quitting	Correlation Coefficient
		-.223
		Sig. (2-tailed)
		.015
		N
		117
	I would like to leave my present employer	Correlation Coefficient
		-.320
		Sig. (2-tailed)
		.000
		N
		117
	I plan to leave my present employer as soon as possible	Correlation Coefficient
		-.357
		Sig. (2-tailed)
		.000
		N
		117
	I plan to stay with my present employer as long as possible	Correlation Coefficient
		.256
		Sig. (2-tailed)
		.005
		N
		117

Table 6.1 Correlation between turnover intention and age

The results on the Table 6.1 indicate that overall there is a positive relationship between age and turnover intention. The significance level is 0.000, which means that younger people are more likely to leave the organisation than older people. Therefore, the hypothesis that age is positively associated with voluntary turnover is acceptable.

6.2.2 Level of income is negatively associated with voluntary turnover.

		Salary
Turnover Intention	Pearson Correlation	1
	N	117
Overall turnover intention	Pearson Correlation	-.355
	Sig. (1-tailed)	.000
	N	117
I will probably look for another job in the next year	Pearson Correlation	-.282
	Sig. (1-tailed)	.001
	N	117
I will likely actively look for a new job in the next year	Pearson Correlation	-.336
	Sig. (1-tailed)	.000
	N	117
I often think about quitting	Pearson Correlation	-.250
	Sig. (1-tailed)	.003
	N	117
I would like to leave my present employer	Pearson Correlation	-.370
	Sig. (1-tailed)	.000
	N	117
I plan to leave my present employer as soon as possible	Pearson Correlation	-.338
	Sig. (1-tailed)	.000
	N	117
I plan to stay with my present employer as long as possible	Pearson Correlation	.275
	Sig. (1-tailed)	.001
	N	117

Table 6.2 Correlation between Turnover Intention and Salary

Table 6.2 indicate that overall, there is a positive relationship between the level of employees' income and turnover. The significance level is 0.000; therefore the hypothesis that the level of income is negatively associated with voluntary turnover is acceptable.

6.2.3 Level of education is positively associated with voluntary turnover.

		Education
	Turnover intention	Correlation Coefficient
		1.000
		Sig. (1-tailed)
		.
		N
		117
	Overall turnover intention	Correlation Coefficient
		-.124
		Sig. (1-tailed)
		.092
		N
		117
	I will probably look for another job in the next year	Correlation Coefficient
		-.093
		Sig. (1-tailed)
		.159
		N
		117
	I will likely actively look for a new job in the next year	Correlation Coefficient
		-.108
		Sig. (1-tailed)
		.123
		N
		117
	I often think about quitting	Correlation Coefficient
		-.037
		Sig. (1-tailed)
		.345
		N
		117
	I would like to leave my present employer	Correlation Coefficient
		-.138
		Sig. (1-tailed)
		.069
		N
		117
	I plan to leave my present employer as soon as possible	Correlation Coefficient
		-.165
		Sig. (1-tailed)
		.037
		N
		117
	I plan to stay with my present employer as long as possible	Correlation Coefficient
		.066
		Sig. (1-tailed)
		.239
		N
		117

Table 6 .3 Correlation between Educational Level and Turnover Intention

Table 6.3 indicates that overall, there is no significant relationship between employees' level of education and their intentions to leave the organisation. The level of significance is 0.09, which is above the cut-off point. The hypothesis that states that the level of education is positively associated with voluntary turnover is therefore rejected.

6.2.4 Tenure of an employee in a company is negatively associated with voluntary turnover.

		Years
Turnover intention	Pearson Correlation	1
	N	117
Overall turnover intention	Pearson Correlation	-.190
	Sig. (1-tailed)	.020
	N	117
I will probably look for another job in the next year	Pearson Correlation	-.271
	Sig. (1-tailed)	.002
	N	117
I will likely actively look for a new job in the next year	Pearson Correlation	-.234
	Sig. (1-tailed)	.006
	N	117
I often think about quitting	Pearson Correlation	-.111
	Sig. (1-tailed)	.118
	N	117
I would like to leave my present employer	Pearson Correlation	-.167
	Sig. (1-tailed)	.036
	N	117
I plan to leave my present employer as soon as possible	Pearson Correlation	-.115
	Sig. (1-tailed)	.109
	N	117
I plan to stay with my present employer as long as possible	Pearson Correlation	.201
	Sig. (1-tailed)	.015
	N	117

Table 6.4 Correlation between Tenure of Employment and Turnover Intention

Table 6.4 shows that overall; there is a definite relationship between employees' tenure and turnover. The significance level is 0.000, which means that the less an employee has been with the company they are more likely to want to leave the organisation. Therefore, the hypothesis that states that tenure of an employee in a company is negatively associated with voluntary turnover is accepted.

6.2.5 Gender is related to voluntary turnover

		Gender
Turnover intention	Pearson Correlation	1
	N	117
Overall turnover intention	Pearson Correlation	.132
	Sig. (1-tailed)	.077
	N	117
I will probably look for another job in the next year	Pearson Correlation	.074
	Sig. (1-tailed)	.215
	N	117
I will likely actively look for a new job in the next year	Pearson Correlation	.091
	Sig. (1-tailed)	.164
	N	117
I often think about quitting	Pearson Correlation	.128
	Sig. (1-tailed)	.085
	N	117
I would like to leave my present employer	Pearson Correlation	.144
	Sig. (1-tailed)	.061
	N	117
I plan to leave my present employer as soon as possible	Pearson Correlation	.138
	Sig. (1-tailed)	.070
	N	117
I plan to stay with my present employer as long as possible	Pearson Correlation	-.089
	Sig. (1-tailed)	.170
	N	117

Table 6.5 Correlation between Gender of Respondents and Turnover Intention

Table 6.5 indicates that overall, there is no positive relationship between gender and turnover. The significance level is 0.077, which suggests that gender is not influential in employees' decision to leave an organisation. As a result of this, the hypothesis that states that gender is related to voluntary turnover is rejected.

6.2.6 Perceived Alternative Employment Opportunities are positively associated with voluntary turnover.

		Overall alternative employment opportunities
I really care about the fate of this company	Pearson Correlation	-.190
	Sig. (1-tailed)	.020
	N	117
I talk about this company to my friends as a great place to work	Pearson Correlation	-.362
	Sig. (1-tailed)	.000
	N	117
Deciding to work for this organisation was a definite mistake on my part	Pearson Correlation	.282
	Sig. (1-tailed)	.001
	N	117
I am willing to put great effort beyond that which is normally expected	Pearson Correlation	-.108
	Sig. (1-tailed)	.124
	N	117
I will feel sad if I had to resign from this company due to my emotional attachment to it	Pearson Correlation	-.263
	Sig. (1-tailed)	.002
	N	117
This organisation really inspires the very best in me in the way of job performance	Pearson Correlation	-.429
	Sig. (1-tailed)	.000
	N	117
The reason I prefer this company to other is because of its values, of what it stands for	Pearson Correlation	-.278
	Sig. (1-tailed)	.001
	N	117
I have been evaluating the cost of quitting my job	Pearson Correlation	.542
	Sig. (1-tailed)	.000
	N	117
For me, this is the best of all possible organisations for which to work	Pearson Correlation	-.503

	N	117
There is a feeling here that employees should develop a personal commitment to this company	Pearson Correlation	-.176
	Sig. (1-tailed)	.029
	N	117
Overall turnover intention	Pearson Correlation	.731
	Sig. (1-tailed)	.000
	N	117

Table 6.6 Correlation between overall Turnover Intention and Perceived Alternative Employment Opportunities

Table 6.6 in reflects that overall, there is a positive relationship between perceived alternative employment opportunity and turnover. The significance level is 0.000, which means that the more people perceive job opportunities to be available outside their organisations, the more they will intend to leave their present organisations. The implication of this finding is that the hypothesis which states that perceived alternative employment opportunities are positively associated with voluntary turnover is acceptable.

6.2.6(a) Overall Perceived Alternative Employment Opportunity Indices/ Levels

	Mean
If I quit my current job, I will find another job which is good or better than my current one	72.2222
I have been thinking about quitting my present job	54.7009
If I leave this job, I would have another job at the same or higher level as this one within a month	61.1111
I will quit my job within the next 12 months	47.6496
Overall alternative employment opportunities	58.9209
Valid N (listwise)	

Table 6.7 Perceived alternative employment opportunity Indices/ levels

Table 6.7 reflects that the overall rating on alternative employment opportunity is 58.9% meaning that the respondents believe strongly that there are alternative job opportunities.

6.2.7 Job satisfaction is negatively associated with voluntary turnover.

		Overall satisfaction
Overall satisfaction	Pearson Correlation	1
	N	117
Considering the costs of the standard of living, my pay is very adequate	Pearson Correlation	.416(**)
	Sig. (2-tailed)	.000
	N	117
Most people in this organisation are very satisfied with their jobs	Pearson Correlation	.363(**)
	Sig. (2-tailed)	.000
	N	117
I like working here than most people I know who work for this employer	Pearson Correlation	.352(**)
	Sig. (2-tailed)	.000
	N	117
Most days I am enthusiastic about my job	Pearson Correlation	.473(**)
	Sig. (2-tailed)	.000
	N	117
Generally speaking I am satisfied with this job	Pearson Correlation	.428(**)
	Sig. (2-tailed)	.000
	N	117
I do not find enjoyment in my job	Pearson Correlation	.040
	Sig. (2-tailed)	.665
	N	117
I am often bored with my job	Pearson Correlation	.362(**)
	Sig. (2-tailed)	.000
	N	117
I would consider taking another kind of job	Pearson Correlation	.315(**)
	Sig. (2-tailed)	.001
	N	117
Overall turnover intention	Pearson Correlation	-.075
	Sig. (2-tailed)	0.00
	N	117

Table 6.8 Correlation between Overall Turnover Intention and Job Satisfaction

Table 6.8 reflect that overall, there is a significant relationship between the job satisfaction of employees and turnover. The significance level is 0.000, which means

that the hypothesis which state that job satisfaction is negatively associated with voluntary turnover is accepted.

6.2.7 (a) Overall Job satisfaction indices/levels

	Mean
Considering the costs of standard of living, my pay is very adequate	40.1709
Most people in this organization are very satisfied with their jobs	39.5299
I like working here than most people I know who work for this employer	50.8547
Most days I am enthusiastic about my job	55.5556
Generally speaking I am satisfied with this job	49.1453
I do not find enjoyment in my job	40.5983
I am often bored with my job	42.0940
I am often bored with my job	42.0940
I would consider taking another kind of job	55.7692
I would recommend my employer as a good place to work for	55.7692
Overall satisfaction	47.1581

Table 6.9 Job Satisfaction Indices/levels

Table 6.9 indicates that the overall job satisfaction level within South African organisations at 47.2% which is a lower satisfaction level.

6.2.8 Organisational commitment is negatively associated with voluntary turnover.

		Overall commitment level
I really care about the fate of this company	Pearson Correlation	.619(**)
	Sig. (2-tailed)	.000
	N	117
I talk about this company to my friends as a great place to work	Pearson Correlation	.759(**)
	Sig. (2-tailed)	.000
	N	117
Deciding to work for this organisation	Pearson Correlation	-.359(**)
	Sig. (2-tailed)	.000
	N	117
I am willing to put great effort beyond that which is normally expected	Pearson Correlation	.558(**)
	Sig. (2-tailed)	.000
	N	117
I will feel sad if I had to resign from this company due to my emotional attachment to it	Pearson Correlation	.762(**)
	Sig. (2-tailed)	.000
	N	117
This organisation really inspires the very best in me in the way of job performance	Pearson Correlation	.738(**)
	Sig. (2-tailed)	.000
	N	117
The reason I prefer this company to other is because of its values, of what it stands for	Pearson Correlation	.755(**)
	Sig. (2-tailed)	.000
	N	117
I have been evaluating the cost of quitting my job	Pearson Correlation	.084
	Sig. (2-tailed)	.367
	N	117
For me, this is the best of all possible organisations for which to work	Pearson Correlation	.778(**)
	Sig. (2-tailed)	.000

	N	117
There is a feeling here that employees should develop a personal commitment to this company	Pearson Correlation	.613(**)
	Sig. (2-tailed)	.000
	N	117
Overall turnover intention	Pearson Correlation	-.418(**)
	Sig. (2-tailed)	.021
	N	117

Table 6.10 Correlation between overall Turnover Intention and Organisational Commitment

Table 6.10 reflect that overall, there is a significant (significance level is 0.00) relationship between commitment of employees to their organisation and turnover. As a result the hypothesis which states that organisational commitment is negatively associated with voluntary turnover is accepted.

6.2.8 (a) Overall Commitment Indices/levels

	Mean
I really care about the fate of this company	76.7094
I talk about this company to my friends as a great place to work	55.7692
Deciding to work for this organisation was a definite mistake on my part	24.3590
I am willing to put great effort beyond that which is normally expected	74.7863
I will feel sad if I had to resign from this company due to my emotional attachment to it	45.0855
This organisation really inspires the very best in me in the way of job performance	48.2906
The reason I prefer this company to other is because of its values, of what it stands for	53.2051
I have been evaluating the cost of quitting my job	46.5812
For me, this is the best of all possible organisations for which to work	43.3761
There is a feeling here that employees should develop a personal commitment to this company	57.6923
Overall commitment level	67.1187
Valid N (listwise)	

Table 6.11 Commitment Indices/levels

The results on the table 6.11 reflect that the level of employees' overall commitment to their various organisations is relatively high at 67.1%.

6.2.9 Overall turnover Intention

	Mean
I will probably look for a new job in the next year	54.4872
I will likely actively look for a new job in the next year	53.4188
I often think about quitting	46.1538
I would like to leave my present employer	50.6410
I plan to leave my present employer as soon as possible	42.7350
I plan to stay with my present employer as long as possible	43.1624
Overall turnover intention	48.4330
Valid N (listwise)	

Table 6.12 Turnover intention indices/levels

Table 6.12 indicate that the overall turnover intention in South African organisations (as per the employees of six organisations surveyed) is currently at a 48.4%.

CHAPTER SEVEN

DISCUSSION AND ANALYSIS OF RESULTS

The purpose of this study is to ascertain which of the identified antecedents of voluntary employee turnover namely; the demographics factors (age, tenure, education and salary), perceived alternative employment opportunities, job satisfaction and organisational commitment have the strongest influence on the employee's decision to leave his or her current employment. Turnover intention was used as the dependent variable in this research.

7.1 Discussion and Implications

The following discussion presents an analysis of the results of hypothesis discussed in this chapter six. For the most part, the results were as expected.

7.1.1 Age is positively associated with voluntary turnover.

The results of this hypothesis (chapter 6: table 6.1) that overall there is a definite relationship between age and turnover. The significance level is 0.000, which means that younger employees are more likely to leave the organization than older employees. Younger employees in this case study refer to employees falling in the age group between 20 and 30. This finding suggests that age is important in predicting employee turnover.

This finding suggests that the higher the age of employees, the lower their turnover intentions and vice versa. Furthermore, this finding can be interpreted to mean that younger employees tend to have a shorter time horizon and view themselves as more likely to change organisations. The reason for this finding can be attributed to the fact that people in this age group are usually most apt to be examining their lives in both work and non-work domains and also the guidelines by which they are living. It has been argued that one of the reasons of high turnover among younger employees is that they are more likely to use job mobility to gain better pay and better access to good training opportunities (Boxall, 2003).

This finding simply suggests that younger employees have a tendency to search for another job and workplace in which they can achieve their expatiations if they discover that within their current job and work level of aspiration their work expectations are not being realised. The implication of this view is that younger employees would have a strong propensity to leave their current job and organisation if their expectations are not met. This confirms Al-Refaei's (1992) view that the reason for this can be attributable to the feeling of being out of touch and wrong in their orientation towards their current jobs and work situation. He suggests that this be might have been caused by their view that people in their work setting have not acted in they way they expected, and that the events they thought were going to take place did not happen. The result is also in line with Boxall's (2003) life cycle theory which posits, among other things, that younger people's carrier choices are naturally more provisional they experiment more with carrier choices and types of employer.

Overall the finding of this hypothesis can be interpreted to suggest that job satisfaction increases with age. The picture of this finding is one of increasing employment stability as people get older and as they are better paid. The lesser turnover intention of the older employees suggest that they tend to experience greater job satisfaction than do young workers, because they have job experience, tenure, job security, and higher income, as well as maturity that only age can bring.

Management should focus its efforts on improving the job satisfaction of younger and newly employed employees by developing training programmes, workshops, financial incentives and other non-work related activities that would encourage and support them to stay and grow with the organisation. A mentor system should be established in order for younger workers to benefit from the experience and wisdom of older workers.

7.1.2 Level of income is negatively associated with voluntary turnover.

The results of this hypothesis (chapter 6: table 6.2) indicate that overall there is a definite relationship between the level of employees' income and turnover. The significance level is 0.000, which means that turnover is dependent on people's salary levels. The implication of this finding is that one of the most important reasons for voluntary turnover is higher opportunities of wages. It thus can be argued that employees with lower pay satisfaction will have higher voluntary turnover intention

compared to employees with higher pay satisfaction. The result can be interpreted to mean that many employees may be persuaded to stay with their current employers if their pay levels are improved.

Pay can thus be identified as a determinant of job satisfaction, organisational commitment and behavioural intentions to turnover. An inference can be drawn that the reward systems are at the heart of the employment relationship and can be crucial in instilling organisational commitment and reducing turnover intentions. Pay incentives will help align the employee's interests with those of the organisation's. The finding of this result is in line with Finegold, Mohrman and Spreitzer (2002) research which suggests a greater effect of pay in reducing employee's voluntary turnover. In addition, the findings of this hypothesis is consistent with Lum et al (1998) views that if an employee's pay is perceived to be less, feelings of being inequitably underpaid may ensue resulting to a possible voluntary turnover. The other view that support this finding is that of Chiu and Francesco (2003) which highlight that pay satisfaction is considered a facet of an a major contributor to job satisfaction.

Contrary to the literature review, the results indicate that rewards have significant influence on voluntary turnover. Thus, pay was a significant issue for the respondents. The following are the suggested reasons for this finding:

- South Africa is a capitalistic state and as such its citizens are more inclined to have high money ethic endorsement attitude and as a result are likely switch organisations as a means of improving their income. This finding is consistent with Lambert et al (2001) research finding which states that in capitalistic societies, money, benefits and security are often used to gauge the importance of a person. Therefore, the greater the financial rewards, the greater self-worth one feels towards the organisation
- The majority (55.6%) of the respondents are the younger employees (between 20 and 35 years of age). This generation is thought to be very materialistic and as a result they are believed to hop from one job to the other for few extra dollars Khatri and Fern (2001).

7.1.3 Level of education is positively associated with voluntary turnover.

The results of this hypothesis (chapter 6: table 6.3) indicate that there is no significant relationship between employees' level of education and their intentions to leave the organisation. The significance level is 0.09 which is above the cut-off point. These results contradict Berg (1991) findings that the more educated an employee is, the more often he or she is likely to quit. Employees will resign from their current employment regardless of their educational levels. This means that the level of education of an employee is not key in predicting turnover as education had a weak association with turnover intention.

7.1.4 Tenure of an employee in a company is negatively associated with voluntary turnover.

The results of this hypothesis (chapter 6: table 6.4) indicate that overall, there is a definite relationship between employees' tenure and turnover. The significance level is 0.000, which means that the less an employee has been with the company the more they would want to leave the organisation. The results can be interpreted to mean that employees with greater experience were more satisfied with their pay and less likely to leave, which was the anticipated effect of the salary supplements. The reason may lie in the fact that more experienced employees received substantially far more than less experienced junior workers. It might be argued that higher salaries are associated with longer tenure whereas the difference between expected and actual salary was associated with shorter tenure. This findings support DeConinck's (1994) view that organisational commitment will increase as the employee's tenure increases, meaning that the job tenure does have a significant relationship and intention to leave. It can therefore be accepted that employees with more seniority are less likely to leave than employees with less seniority. One could conclude that people with more experience have more respect for their jobs and can apply in their experience their jobs. They are likely to be paid more and are more likely to enjoy their physical working environment. On the other hand, this may be an indication of contentment, suggesting that the longer one spends in the organisation, the more one tends to be satisfied with their status quo.

7.1.5 Gender is related to voluntary turnover.

The results of this hypothesis (chapter 6: table 6.5) indicate that gender differences do not exist between male and female employees. There is no significant relationship between gender and turnover. The significance level is 0.077, which means that employees' decisions to leave the organisation are not dependent on gender of employees. This result concurs with the (Griffeth et al, 2003) study which indicates that gender was not a significant factor differentiating movers from stayers. These authors argue that this is in line with findings from other countries that show that women have been steadily increasing in their attachment to employment and their turnover behaviour increasingly resembles that of men.

7.1.6 Perceived Alternative Employment Opportunity is positively associated with voluntary turnover.

The results of this hypothesis (chapter 6: table 6.6) reflect that overall, there is a significant relationship between perceived alternative employee opportunity and turnover. The significance level is 0.000, which means that when employees perceive no alternative employment opportunities outside their present organisation, they will very likely stay in the original organisation because they may still need the job for making a living. On the other hand, when employees perceive many alternative employment opportunities, they may quit jobs quickly because they are confident of finding a new job soon.

It can be argued that the interaction between perceived alternative employment opportunities and job satisfaction would have a positive effect on turnover intention. This reasoning is based on the notion that when employees perceive their opportunities as high and in addition, they are dissatisfied with their job, this may influence them to look for alternative employment opportunities. The result of this is that should they find such opportunities to be available due to their turnover intention, they might resign from their current employment. On the other hand perceived alternative employment opportunities show a negative effect on turnover intention. The deduction that can be made is that the search for employment opportunities is mainly triggered by job dissatisfaction which then ultimately leads to turnover intention. Thus the interaction between perceived alternative employment opportunities and job dissatisfaction will have a negative effect on turnover intention.

The implication that can be drawn on this finding is that job opportunities will have an effect on turnover intention only when combined with perceived alternative employment opportunities. The finding is in line with Griffeth et al (2000) view that perceived alternative employment opportunity modestly predict turnover. Griffeth and Hom (1995) suggest that unemployment rates influence the perceived availability of alternatives and hence the expected utility of job search activities. The logic behind this reasoning is that in times of comparatively low unemployment and tight labour supply, the perceived alternative employment opportunities will be heightened. Management should thus take more a proactive approach to address turnover intention in times of lower unemployment rates.

7.1.7 Job satisfaction is negatively associated with voluntary turnover.

The results of this hypothesis (chapter 6: table 6.8) provide evidence that job satisfaction does appear to affect turnover intentions directly. There is a significant negative relationship between the job satisfaction of employees and turnover. The significance level is 0.00, which means that the more satisfied employees are with their jobs, the lesser their chances of leaving their organisations. The study also reveals that there is a significant relationship between turnover intentions and job satisfaction of employees. This means that the lower the turnover intentions of employees, the more they are satisfied with their jobs. A higher turnover intention of workers in an organisation is an indication that they are dissatisfied with their jobs. In this study, it is also established that there is a significant interaction effect of job satisfaction and turnover intentions on organisational commitment of employees. The implication is that job satisfaction does affect turnover intention. Furthermore, it can be argued that this implies that there is a significant negative relationship between turnover intention and job satisfaction of employees in South African companies. This means that the lower the turnover intentions of the employees, the more they are satisfied with their jobs. On the other side it can also be argued that the higher turnover intention of workers indicates job dissatisfaction.

The finding is in line with Popoola's view (2005) that satisfaction and turnover intentions do predict organisational commitment of the employees which then has a bearing on the decision whether or not to remain in the employment of the affected organisation. It can thus be argued that the combination of job satisfaction and turnover intentions can have positive or negative effects on organisational

commitment of employees in any organisation and this may later affect organisational efficiency and effectiveness. The finding also supports Boxall's (2003) view that overall job satisfaction is consistently and negatively associated with employee turnover. Job dissatisfaction is an antecedent to forming an intention to quit and other withdrawal cognitions. In other words, people who enjoy their work, particularly its intrinsic features, are more likely to be retained by their employer. This reasoning is in line with Popoola's view (2005) that it can be accepted that satisfaction and turnover intentions to predict organisational commitment of the employment. He argues further that in fact, the combination of job satisfaction and turnover intentions can have positive or negative effects on continued employment with a particular organisation which may later affect the organisational efficiency and effectiveness. It can thus be accepted that job satisfaction is consistently and negatively associated with employee turnover, meaning that job dissatisfaction is an antecedent to forming an intention to quit. The lesson that can be learned from this finding is that employees who enjoy their work, particularly its intrinsic features, are more likely to be retained by their employer.

In summary, it can be accepted that job dissatisfaction can be identified as one of the most important reasons why employees leave their jobs. It is thus accepted that job dissatisfaction has an indirect effect on turnover through its direct effect on formation of voluntary intent to leave.

7.1.8 Organisational commitment is negatively associated with voluntary turnover.

The results of this hypothesis (chapter 6: table 6.10) reflect that overall, there is a significant relationship between commitment of employees to their organisation and turnover. The significance level is 0.00, which means that employees' commitment to their organisation plays a major role in their decision to leave the organisation. This finding is in line Badu's (2001) view that organisational commitment is an important evaluative measure of the level of attachment between the employee and the employing organisations. The finding suggests that there is a reciprocal link between commitment and turnover intentions. The finding is also in line with Popoola's (2005) view that the combination of organisational commitment and turnover intentions can have positive or negative effects on organisational commitment of employees in any organisation. In line with this finding Khatri and Fern (2001) show that organisational commitment is the most important factor influencing turnover intention.

A conclusion that can be reached on the findings of this hypothesis is that intervention strategies aimed at retaining good employees should focus on enhancing organisational commitment. In addition, an inference can be drawn on the results of this study that there is a significant positive relationship between job satisfaction and organisational commitment meaning that the higher the job satisfaction of employees, the more they are organisationally committed and vice versa.

CHAPTER EIGHT

CONCLUSIONS AND RECOMMENDATIONS

8.1 Antecedents found to have a strongest influence with voluntary turnover

The results this study indicated that the following antecedents of voluntary employee turnover has the strongest influence on the employee's decision to leave his or her current employment.

- Demographic factors- out of five demographic factors in the study (age, level of education, gender, level of income and tenure in a company) three showed a significant relationship with voluntary turnover.
 - Hypothesis 1 which states that age is associated with turnover intention, received strong support.
 - Hypothesis 2 which state that income is negatively associated with turnover intention was supported strongly.
 - Hypothesis 3 which states that the level of education is positively associated with turnover, received poor support. This finding suggests that the level of education were unimportant in predicting employee voluntary turnover. Education had a weak association with turnover intention.
 - Hypothesis 4 which states that there is negative relationship between tenure and turnover intention showed significant results as it was supported.
 - Hypothesis 5 which states that gender is related to voluntary turnover was not supported as it received poor support.
- Hypothesis 6 which states that perceived alternative employment is positively associated turnover intention, received strong support.
- Job satisfaction with the nature of work was significant factor. Thus, Hypothesis 7 received strong support as it was found to be a good predictor of voluntary turnover in South Africa.
- Hypothesis 8 which states that organisational commitment is negatively associated with turnover intention, received strong support. Thus, it was found to be the most important factor influencing voluntary turnover.

8.2 Conclusions

Employee staff turnover is indeed becoming one of the most challenging issues affecting organisations. Organisations that suffer from high turnovers will face severe problems in terms of competitiveness. Therefore, it is imperative on part of leaders to understand the primary reasons behind turnover in their respective organisations, and to be proactive in ameliorating such problems before they arise.

8.2.1 Relationship between demographic factors and Turnover Intention.

The results indicate that overall, the relationship between biographical variables and turnover only exist between age, levels of income and tenure of employees and no relationship was found to exist between the other response categories which is educational levels, gender and their job levels of employees.

8.2.2 Relationship between Perceived Alternative Employment Opportunity, Job Satisfaction and Employee Commitment

A marked significant relationship between turnover and the three variables (job satisfaction, organisational commitment and perceived alternative employment opportunities) discussed above was noticed. Noticeable was non existence of a significant relationship between overall turnover and some few variables that were used to measure job satisfaction and perceived job opportunities.

When comparing employee commitment and job satisfaction and their level of relationship with turnover, employee commitment was found to be having the strongest relationship with turnover intention as compared to job satisfaction.

8.2.3 Job Satisfaction Levels of Employees

The overall job satisfaction within South African organisations is at 47.2%, (chapter 6: table 6.9) which reflects low satisfaction levels.

8.2.4 Commitment Levels of Employees

Interestingly, the highest level of commitment shown by employees within South

African organisations is 67.1% (chapter 6: table 6.11).

8.2.5 The level of Perceived Employment Job Opportunities

Employees believe that there are alternative job opportunities. This variable was found to be at a level of 58.9% (chapter 6: table 6.7).

8.2.6 Turnover Intention

The results indicate that the overall turnover intention in South African organisations at the time of this study was at a 48.4% (chapter 6: table 6.12) which indicates a lower turnover intention level.

8.3 Organisational recommendations to address voluntary turnover.

Based on the results of the survey, the following are proposed:

- Though overall, the level turnover intention was found to be low, some of the answers received in the response categories that were used to determine turnover intention raise serious concern for example:
 - I will probably look for a new job in the next year (54.5%)
 - I will likely actively look for a new job in the next year (53.4%)
 - I plan to stay with my present employer as long as possible (43.1%)
 - I would like to leave my present employer (50.6%)

It is therefore suggested that companies should develop and implement the Recruitment and Retention Strategies with the objective of decreasing voluntary turnover.

- It terms of the relationship between turnover and biographical information, employee salaries was found to be having strong correlation with turnover intention. Certain aspects of salaries should therefore be addressed such as perceived salary discrepancies between different job functions, job levels, etc. Human Resources practitioners and managers should be made aware wherever possible on market related salary benchmarks.

- There is a significant relationship between employees' commitment, job satisfaction and turnover intention. Commitment was found to be having the strongest relationship than job satisfaction. South African organisations should strive to build on the existing high level of commitment by employees and also try to satisfy them.
- Companies need to monitor employee's attitudes concerning dissatisfaction with their jobs and commitment to their organisations. Management need to find out reasons why employees possess certain job attitudes. For example if the cause of the dissatisfaction is something which the organisation can remedy a plan of action can be implemented as soon as possible to avoid more talented employees.
- If possible, a task team that would oversee turnover issues could be formed within various South African organisations.
- Younger employees should be encouraged to develop with and remain loyal to their organisations. This can be achieved in a variety of ways: by giving more responsibility and challenging job assignments, by making jobs more meaningful, by giving a competitive compensation package, by giving recognition and support, and by making them feel that they are part o the organisation. In addition, a mentor system could take advantage of the experience and wisdom of older workers.
- Organisational leaders should provide attractive conditions of service for employees to enhance their job satisfaction and organisational commitment as well as reducing their turnover intentions.

8.4 Recommendations for future research

Recommendations for future studies are as follows:

- Expand the study to include a larger group of the population which would represent South Africa generally or provincially. This turnover research study has been conducted with employees of the identified six companies in the

cities of Johannesburg and Pretoria thus limiting generalisability of the findings.

- Examine other demographic factors such as such as cultural differences.
- Examine other antecedents to voluntary turnover such as job search behaviours, distribute justice, procedural justice, burnout and work related job stress to determine their correlation with intentions to leave and actual turnover.
- Determine which of the antecedents identified in the literature best predicts turnover.
- There are a variety of instruments available to examine each of the antecedents of voluntary turnover. It thus recommended that future research should develop better validated measurement techniques which would be consistently applied in all voluntary turnover research projects in South Africa to allow for comparisons to be made.
- Examine the ways in which the voluntary turnover culture can be reduced, while at the same time encouraging at stronger presence of a work culture.

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ANNEXURE A



QUESTIONNAIRE: EXPLORING EMPLOYEE TURNOVER IN SOUTH AFRICAN ORGANISATIONS

PURPOSE

This questionnaire forms an integral part of an academic research for a Master of Business Leadership degree with the Unisa Graduate School of Business Leadership. Its aim is to facilitate the research on exploring employee turnover in South African organisations.

Who must answer the questions? All employees in your workplace are invited to complete this questionnaire.

Are my answers confidential? Yes, your response will be kept in strict confidence and will not be shared directly, but will rather be aggregated in the final report. Please insert your completed questionnaire in the self addressed envelope and thereafter deposit it anonymously in the box placed in your HR department. Alternatively you can email the completed questionnaire directly to the researcher at this address: kegakilwel@dbsa.org. You are assured that no one in your organisation would ever see your completed questionnaire and you are **not** required to provide the following personal identification details your name, employee number, department, title and name of your employer.

Are there any right or wrong answers? No, there are no right or wrong answers. Please give your honest opinions and perceptions. Your answers must be based on your actual experiences. Other questions may explore your general impressions or perceptions.

Your answers should reflect your honest opinions and perceptions of the organisation you are working for. It will take about 10 minutes to complete this questionnaire.

Please circle the number which is the most accurate description of your actual experiences, general impressions or perceptions, see an example below.

An example where you wanted to “agree”:

Example	Strongly disagree	Disagree	Not sure; don't know	Agree	Strongly agree
I like what our organisation stands for	1	2	3	4	5

In the example above number 4 is selected meaning that the person Agree with the statement but does not strongly agree with the statement

PART 1: COMMITMENT TO MY ORGANISATION

1 = Strongly disagree, 2 = Disagree, 3 = don't know, 4 = Agree, 5 = Strongly agree

1.1 I really care about the fate of this company.	1 2 3 4 5 _x
1.2 I talk about this company to my friends as a great place to work for.	1 2 3 4 5 _x
1.3 Deciding to work for this organisation was a definite mistake on my part.	1 2 3 4 5 _x
1.4 I am willing to put in a great deal of effort beyond that which is normally expected in order to help this organisation to be successful.	1 2 3 4 5 _x
1.5 I will feel sad if I had to resign from this company due to my emotional attachment to it.	1 2 3 4 5 _x
1.6 This organisation really inspires the very best in me in the way of job performance.	1 2 3 4 5 _x
1.7 The reason I prefer this company to others is because of its values, of what it stands for.	1 2 3 4 5 _x
1.8 I have been evaluating the cost of quitting my job.	1 2 3 4 5 _x
1.9 For me, this is the best of all possible organisations for which to work.	1 2 3 4 5 _x
1.10 There is a feeling here that employees should develop a personal commitment to this company	1 2 3 4 5 _x

PART 2: PERCEIVED ALTERNATIVE EMPLOYMENT OPPORTUNITIES

1 =Strongly disagree, **2** =Disagree, **3** = don't know, **4** = Agree, **5** = Strongly agree

2.1 If I quit my current job, the chances are good that I would be able to find another, which is as good as, or better than my present.

1 2 3 4 5

2.2 I have been thinking about quitting my present job.

1 2 3 4 5

2.3 If I leave this job, I would have another job at the same or higher level as this one within a month.

1 2 3 4 5

2.4 I will quit my job within the next 12 month.

1 2 3 4 5

PART 3: REWARDS/ REMUNERATION

1 =Strongly disagree, **2** =Disagree, **3** = don't know, **4** = Agree, **5** = Strongly agree

3.1 My remuneration package is in line with my job responsibilities.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 _x
3.2 I occasionally think about quitting my job due to salary related issues.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 _x
3.3 I feel emotionally dissatisfied with by my current pay level.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 _x
3.4 I feel dissatisfied about my overall remuneration package.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 _x
3.5 Salary related problems keep me awake at night.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 _x
3.6 Fringe benefits given to me are satisfactory.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 _x
3.7 I often think about leaving my present job as a result of my pay level.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 _x
3.8 I am paid fairly well given my responsibility and performance	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 _x

PART 4: JOB SATISFACTION

1 = Strongly disagree, 2 = Disagree, 3 = don't know, 4 = Agree, 5 = Strongly agree

4.1 Considering the costs of standard of living, my pay is very adequate.	1 2 3 4 5x
4.2 Most people in this organisation are very satisfied with their jobs.	1 2 3 4 5x
4.3 I like working here better than most people I know who work for this employer.	1 2 3 4 5x
4.4 Most days, I am enthusiastic about my job.	1 2 3 4 5x
4.5 Generally speaking, I am very satisfied with this job.	1 2 3 4 5x
4.6 I do not find enjoyment in my job.	1 2 3 4 5x
4.7 I am often bored with my job.	1 2 3 4 5x
4.8 I would consider taking another kind of job.	1 2 3 4 5x
4.9 I would recommend my employer as a good place to work for.	1 2 3 4 5x

PART 5: TURNOVER INTENTION

1 = Strongly disagree, 2 = Disagree, 3 = don't know, 4 = Agree, 5 = Strongly agree

5.1 I will probably look for a new job in the next year.

1 2 3 4 5x

5.2 I will actively look for a new job in the next year.

1 2 3 4 5x

5.3 I often think about quitting.

1 2 3 4 5x

5.4 I would like to leave my present employer

1 2 3 4 5x

5.5 I plan to leave my present employer as soon as possible.

1 2 3 4 5x

5.6 I plan to stay with my present employer as long as possible

1 2 3 4 5x

PART 6: BIOGRAPHIC INFORMATION:

Please mark appropriate box or block that describes or is related your personal details. An example where you have selected the appropriate block:

Example	Junior Clerk	Senior Clerk	Supervisor	Assistant Supervisor	Manager
My current job title is	1	2	3	4	5

In the example above number 1 is selected meaning that the person's job title is Junior Clerk

Mark box that is closely related to you

<p>6.1 Did you answer the questions in your capacity as:</p> <p><input type="checkbox"/> 1. = Management</p> <p><input type="checkbox"/> 2. = Professional staff</p> <p><input type="checkbox"/> 3. = Support staff.</p>	<p><input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3</p>
<p>6.2 Your gender?</p> <p><input type="checkbox"/> 1. = Male</p> <p><input type="checkbox"/> 2. = Female</p>	
<p>6.3 Your Race?</p> <p><input type="checkbox"/> 1. = Black</p> <p><input type="checkbox"/> 2. = White</p>	<p><input type="checkbox"/> 1 <input type="checkbox"/> 2</p>
<p>6.4 Your age category?</p> <p><input type="checkbox"/> 1. = 20 to 35</p> <p><input type="checkbox"/> 2. = 36 to 50</p> <p><input type="checkbox"/> 3. = 51 and above</p>	<p><input type="checkbox"/> 1 <input type="checkbox"/> 2</p>
<p>6.5 How many years have you been at the organisation? (full years)</p> <p><input type="checkbox"/> 1. = 0 to 4 years</p> <p><input type="checkbox"/> 2. = 5 to 9 years</p> <p><input type="checkbox"/> 3. = 10 to 14 years</p> <p><input type="checkbox"/> 4. = 15 and more</p>	<p><input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4</p>
<p>6.6 What is the highest level of education that you completed?</p> <p><input type="checkbox"/> 1. = Grade 12 and less</p> <p><input type="checkbox"/> 3. = Diploma</p> <p><input type="checkbox"/> 3. = BA Degree</p> <p><input type="checkbox"/> 4. = Masters Degree</p> <p><input type="checkbox"/> 5. = Doctorate Degree</p>	<p><input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5</p>
<p>6.7 What is the highest-level Annual Salary Income</p> <p><input type="checkbox"/> 1. = Between R50 000 and R100 000</p> <p><input type="checkbox"/> 2. = Between R150 000 and R200 000</p> <p><input type="checkbox"/> 3. = Between R250 000 and R300 000</p> <p><input type="checkbox"/> 4. = Between R350 000 and R400 000</p> <p><input type="checkbox"/> 5. = Between R450 000 and R500 000</p> <p><input type="checkbox"/> 6. = R600 000 and Over</p>	<p><input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5</p> <p><input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6</p>

THANKS FOR YOUR TIME AND PARTICIPATION

ANNEXURE B

RESEARCH ARTICLE

VOLUNTARY EMPLOYEE TURNOVER IN SOUTH AFRICAN ORGANISATIONS

BY

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**RESEARCH ARTICLE SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE MASTER OF BUSINESS
LEADERSHIP**

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ABSTRACT

This article explores employee voluntary turnover in South African organisations. Integrating the literature on voluntary employee turnover, this study attempted to identify which antecedents of turnover (Demographic factors, perceived alternative employment opportunities, job satisfaction and organisational commitment) are correlated with turnover intention.

The results indicate that overall, correlation exists between turnover intention and age, level of income, tenure of employees, employees' commitment, job satisfaction and alternative employment job opportunities. No correlation was found to exist between turnover and employees' educational levels and gender.

LIST OF KEY WORDS

Voluntary turnover is defined as a tool used to describe the unplanned loss of workers who voluntarily leave the organisations and whom employers would prefer to keep (Frank, Finnegan and Taylor (2004).

Perceived alternative employment opportunities are an individual's perception of the availability of alternative jobs in the organisation's environment (Hwang and Kuo, 2006).

Job satisfaction is the positive emotional response to a job situation resulting from attaining what the employee wants and values from the job Hwang and Kuo (2006).

Organisational commitment is defined as the psychological bond between employees and their employing organisations (Bagrami, 2003).

INTRODUCTION

Voluntary employee turnover has become a thorny issue as it negatively affects all recruitment and retention strategies. It has become one of the most critical factors that need to be considered in attracting and retaining talented staff, in order to attain the much-desired effectiveness of organisations. Excessive staff turnover can be fatal to an organisation due to the shortage of expertise in the job market and the high

costs associated with it (Igharia and Greenhaus, 1992). By determining the causes of voluntary turnover, organisations will be better positioned to deal with the problem of staff retention. In South Africa, the problem of employee turnover is exacerbated by the fact that there is dearth of studies investigating employee turnover in the South African context.

PURPOSE/ OBJECTIVE OF THE ARTICLE

This article is based on a study intended to identify which antecedents of voluntary employee turnover has the strongest influence on an employee's decision to leave his or her current employment. The negative effects of voluntary employee turnover and their causes are discussed. Organisations can establish policies and procedures to retain their talented employees if they understand the causes of voluntary employee turnover. By identifying the determinants of turnover, researchers could predict turnover behaviour more precisely and could better position managers to take measures in advance to prevent turnover.

The researcher is of the view that some of the reasons for studying turnover in South Africa are the following:

- Voluntary employee turnover continues to be a recurring problem in local and global organisations despite a plethora of literature attempting to investigate the factors that may be leading to this phenomenon.
- Most of the studies on employee turnover were conducted in first world countries. In an attempt to understand this phenomenon better, it was considered pragmatic to carry out such a study in a developing country such as South Africa.

SITUATIONAL ANALYSIS OF PROBLEM INVESTIGATED

HYPOTHESES

This article studies the effects of demographic factors (age, level of income, gender, tenure of employment and qualifications) perceived alternative employment opportunities, job satisfaction and job satisfaction on voluntary turnover. This study adopted turnover intention in preference to actual turnover as the dependant variable. As suggested by Hwang and Kuo (2006) turnover intention highly correlates

with actual turnover. The following hypotheses were tested:

- Hypothesis 1: Age is positively associated with voluntary turnover.
- Hypothesis 2: Level of income is negatively associated with voluntary turnover.
- Hypothesis 3: Tenure of an employee in a company is negatively associated with voluntary turnover.
- Hypothesis 4: Gender is related to voluntary turnover.
- Hypothesis 5: Perceived Alternative Employment Opportunity is positively associated with voluntary turnover.
- Hypothesis 6: Job satisfaction is negatively associated with voluntary turnover.
- Hypothesis 7: Organisational commitment is negatively associated with voluntary turnover.

ANTECEDENTS TO VOLUNTARY EMPLOYEE TURNOVER

There is consensus by various authors that job satisfaction, organisational commitment and turnover intention are the main key antecedents to voluntary turnover (Wong, Hui and Law, 1995, White, 2001, Deery and Shaw 1997). In addition to these Barak, Nissly and Levin (2001) have identified demographic factors as some of the strongest predictors of turnover or intention to leave.

Demographic factors

Barak et al (2001) suggest that demographic factors are among the most common predictors of voluntary turnover. The demographic factors addressed in this paper are, age, gender, tenure, income level.

Age

Okpara's (2006) study found that older employees are more likely to cognitively justify remaining in the organisation, as they may have limited employment opportunities and greater costs than do younger employees. He argues that, based on this, older employees are likely to develop more positive attitudes towards their jobs. The study conducted by Griffeth et al (2000) also confirmed that age is consistently and positively associated with tenure, meaning that the relationship of age with turnover is negative. Boxall et al (2003) found that age is a significant factor

in turnover behaviour in that average tenure levels increase with age.

Pay

Kharti and Fern (2001) hold the view that pay is considered one of the most important factors influencing employee turnover. Price (2001) believes that pay decreases turnover and the intervening variables of job satisfaction, organisational commitment, search behaviour and intent to stay between pay and turnover. Popoola (2005) suggests that when employees receive high wages and salaries there is a tendency that they will be organisationally committed and have a higher job satisfaction.

Gender

Kharti and Fern (2001) identify conflicting findings in the literature on the relationship between gender and turnover. Some of the writers indicate that males are more likely to quit more often than females whilst other writers could not establish any relationship between gender and turnover. A study by Griffeth et al (2000) reveals that gender appears to be unrelated to quitting rates. This finding was confirmed by the study of Boxal et al (2003) who revealed that gender was not a significant factor differentiating movers and stayers.

Length of Service

Oshagbemi (2000) submits that a number of earlier studies suggest that the length of service in a job could be used to estimate the levels of job satisfaction of workers. Barak et al (2001) support this view by proclaiming that there is considerable evidence of an inverse relationship between tenure and voluntary turnover. They argue that turnover rates are significantly higher among employees with a shorter length of service than among those who are employed longer. Barak et al (2001) suggest that the reason for this could be due to the fact that longer tenured employees have more investment in the company and are less likely to leave.

PERCEIVED ALTERNATIVE EMPLOYMENT OPPORTUNITIES

In their study Hwang and Kuo (2006), found perceived alternative employment

opportunities have a positive effect on turnover intention. They understand this to mean that when employees perceive their alternative employment opportunities as high, their turnover intention is high as well. Furthermore, Hwang and Kuo (2006) found that when employees perceive many alternative opportunities, they may quit their jobs more quickly because they are confident of finding a new job soon.

JOB SATISFACTION

According to the study by Wright and Bonett (1992) job satisfaction does have a significant casual link to organisational commitment but is only indirectly related to intention to quit a job (through organisational commitment). It has been argued that, overall, job satisfaction is consistently and negatively associated with employee turnover (Harter, Schmidt, and Hayes, 2002). The result of the study conducted by Popoola (2005) also indicates a significant negative relationship between turnover intentions and job satisfaction of employees.

ORGANISATIONAL COMMITMENT

Buck and Watson (2002) indicate that indicates that there is a positive correlation between an individual's level of commitment to an organisation and to stay. This they interpret to mean that committed employees are less likely to leave an organisation voluntarily. Popoola (2005) asserts that employees who are highly satisfied with their jobs or strongly committed to the organisation will avoid withdrawal behaviours and maintain the continued attachment to work.

RESEARCH STRATEGY

Questionnaires used five-point Likert-type scales, which range from "strongly agree" to "strongly disagree". The questionnaires were sent to HR managers of the selected to survey their employees. The respondents were informed that the purpose of the exercise was to assess their feelings and thoughts on various aspects of their jobs. Some 350 questionnaires were distributed in six companies in Johannesburg and Pretoria. These companies were identified from the "Top 300 National Companies 2004/05" magazine and they were selected through the Statistical Package for Social Sciences. Out of total of 128 questionnaires returned, 11 questionnaires were incomplete and were thus discarded leaving 117 usable questionnaires, which form

the basis for subsequent analysis.

RESULTS OF THE STUDY

Results of the study are presented below. The significance level for all the tested variables is 0.05

Age is positively associated with voluntary turnover:

		Age
	Age	Correlation Coefficient
		0.000
		Sig. (2-tailed)
		.
		N
		117
	Overall turnover	Correlation Coefficient
		-.329
		Sig. (2-tailed)
		.000
		N
		117
	I will probably look for another job in the next year	Correlation Coefficient
		-.289
		Sig. (2-tailed)
		.002
		N
		117
	I will likely actively look for a new job in the next year	Correlation Coefficient
		-.296
		Sig. (2-tailed)
		.001
		N
		117
	I often think about quitting	Correlation Coefficient
		-.223
		Sig. (2-tailed)
		.015
		N
		117
	I would like to leave my present employer	Correlation Coefficient
		-.320
		Sig. (2-tailed)
		.000
		N
		117
	I plan to leave my present employer as soon as possible	Correlation Coefficient
		-.357
		Sig. (2-tailed)
		.000
		N
		117
	I plan to stay with my present employer as long as possible	Correlation Coefficient
		.256
		Sig. (2-tailed)
		.005
		N
		117

Table 6.1 Correlation between Turnover Intention and Age

The results on the Table 6.1 indicate that overall, there is a positive relationship between age and turnover intention. Therefore, the hypothesis is acceptable.

Level of income is negatively associated with voluntary turnover:

		Salary
Turnover Intention	Pearson Correlation	1
	N	117
Overall turnover intention	Pearson Correlation	-.355
	Sig. (1-tailed)	.000
	N	117
I will probably look for another job in the next year	Pearson Correlation	-.282
	Sig. (1-tailed)	.001
	N	117
I will likely actively look for a new job in the next year	Pearson Correlation	-.336
	Sig. (1-tailed)	.000
	N	117
I often think about quitting	Pearson Correlation	-.250
	Sig. (1-tailed)	.003
	N	117
I would like to leave my present employer	Pearson Correlation	-.370
	Sig. (1-tailed)	.000
	N	117
I plan to leave my present employer as soon as possible	Pearson Correlation	-.338
	Sig. (1-tailed)	.000
	N	117
I plan to stay with my present employer as long as possible	Pearson Correlation	.275
	Sig. (1-tailed)	.001
	N	117

Table 6.2 Correlation between Turnover Intention and Salary

Table 6.2 indicates that overall, there is a positive relationship between the level of employees' income and turnover. The significance level is .000. Therefore, the hypothesis that the level of income is negatively associated with voluntary turnover is acceptable.

Tenure of an employee in a company is negatively associated with voluntary turnover.

		Years
Turnover intention	Pearson Correlation	1
	N	117
Overall turnover intention	Pearson Correlation	-.190
	Sig. (1-tailed)	.020
	N	117
I will probably look for another job in the next year	Pearson Correlation	-.271
	Sig. (1-tailed)	.002
	N	117
I will likely actively look for a new job in the next year	Pearson Correlation	-.234
	Sig. (1-tailed)	.006
	N	117
I often think about quitting	Pearson Correlation	-.111
	Sig. (1-tailed)	.118
	N	117
I would like to leave my present employer	Pearson Correlation	-.167
	Sig. (1-tailed)	.036
	N	117
I plan to leave my present employer as soon as possible	Pearson Correlation	-.115
	Sig. (1-tailed)	.109
	N	117
I plan to stay with my present employer as long as possible	Pearson Correlation	.201
	Sig. (1-tailed)	.015
	N	117

Table 6.4 Correlation between Tenure of Employment and Turnover Intention

As shown in Table 6.4, overall there is a definite relationship between employees' tenure and turnover. The significance level is 0.000, which means that the less an employee has been with the company, the more they are likely to want to leave the organisation. Therefore, the hypothesis is accepted.

Gender is related to voluntary turnover

		Gender
Turnover intention	Pearson Correlation	1
	N	117
Overall turnover intention	Pearson Correlation	.132
	Sig. (1-tailed)	.077
	N	117
I will probably look for another job in the next year	Pearson Correlation	.074
	Sig. (1-tailed)	.215
	N	117
I will likely actively look for a new job in the next year	Pearson Correlation	.091
	Sig. (1-tailed)	.164
	N	117
I often think about quitting	Pearson Correlation	.128
	Sig. (1-tailed)	.085
	N	117
I would like to leave my present employer	Pearson Correlation	.144
	Sig. (1-tailed)	.061
	N	117
I plan to leave my present employer as soon as possible	Pearson Correlation	.138
	Sig. (1-tailed)	.070
	N	117
I plan to stay with my present employer as long as possible	Pearson Correlation	-.089
	Sig. (1-tailed)	.170
	N	117

Table 6.5 Correlation between Gender of Respondents and Turnover Intention

Table 6.5 indicates that overall, there is no positive relationship between gender and turnover. The significance level is 0.077, which suggests gender is not influential in employees' decision to leave an organisation. As a result of this, the hypothesis is rejected.

Perceived Alternative Employment Opportunities are positively associated with voluntary turnover.

		Overall alternative employment opportunities
I really care about the fate of this company	Pearson Correlation	-.190
	Sig. (1-tailed)	.020
	N	117
I talk about this company to my friends as a great place to work	Pearson Correlation	-.362
	Sig. (1-tailed)	.000
	N	117
Deciding to work for this organisation was a definite mistake on my part	Pearson Correlation	.282
	Sig. (1-tailed)	.001
	N	117
I am willing to put great effort beyond that which is normally expected	Pearson Correlation	-.108
	Sig. (1-tailed)	.124
	N	117
I will feel sad if I had to resign from this company due to my emotional attachment to it	Pearson Correlation	-.263
	Sig. (1-tailed)	.002
	N	117
This organisation really inspires the very best in me in the way of job performance	Pearson Correlation	-.429
	Sig. (1-tailed)	.000
	N	117
The reason I prefer this company to other is because of its values, of what it stands for	Pearson Correlation	-.278
	Sig. (1-tailed)	.001
	N	117
I have been evaluating the cost of quitting my job	Pearson Correlation	.542
	Sig. (1-tailed)	.000
	N	117
For me, this is the best of all possible organisations for which to work	Pearson Correlation	-.503

	N	117
There is a feeling here that employees should develop a personal commitment to this company	Pearson Correlation	-.176
	Sig. (1-tailed)	.029
	N	117
Overall turnover intention	Pearson Correlation	.731
	Sig. (1-tailed)	.000
	N	117

Table 6.7 Correlation between overall Turnover Intention and Perceived Alternative Employment Opportunities

Table 6.7 reflects that overall, there is a positive relationship between perceived alternative employment opportunity and turnover. The significance level is 0.000, which means that the more people perceive job opportunities to be available outside their organisations, the more they will intend to leave their present organisations. The hypothesis is acceptable.

Job satisfaction is negatively associated with voluntary turnover.

		Overall satisfaction
Overall satisfaction	Pearson Correlation	1
	N	117
Considering the costs of the standard of living, my pay is very adequate	Pearson Correlation	.416(**)
	Sig. (2-tailed)	.000
	N	117
Most people in this organisation are very satisfied with their jobs	Pearson Correlation	.363(**)
	Sig. (2-tailed)	.000
	N	117
I like working here than most people I know who work for this employer	Pearson Correlation	.352(**)
	Sig. (2-tailed)	.000
	N	117
Most days I am enthusiastic about my job	Pearson Correlation	.473(**)
	Sig. (2-tailed)	.000
	N	117
Generally speaking I am satisfied with this job	Pearson Correlation	.428(**)
	Sig. (2-tailed)	.000
	N	117
I do not find enjoyment in my job	Pearson Correlation	.040
	Sig. (2-tailed)	.665
	N	117
I am often bored with my job	Pearson Correlation	.362(**)
	Sig. (2-tailed)	.000
	N	117
I would consider taking another kind of job	Pearson Correlation	.315(**)
	Sig. (2-tailed)	.001
	N	117
Overall turnover intention	Pearson Correlation	-.075
	Sig. (2-tailed)	0.00
	N	117

Table 6.9 Correlation between Overall Turnover Intention and Job Satisfaction

Table 6.9 reflects that overall, there is a significant relationship between the job satisfaction of employees and turnover. The hypothesis is accepted.

Organisational commitment is negatively associated with voluntary turnover.

		Overall commitment level
I really care about the fate of this company	Pearson Correlation	.619(**)
	Sig. (2-tailed)	.000
	N	117
I talk about this company to my friends as a great place to work	Pearson Correlation	.759(**)
	Sig. (2-tailed)	.000
	N	117
Deciding to work for this organisation	Pearson Correlation	-.359(**)
	Sig. (2-tailed)	.000
	N	117
I am willing to put great effort beyond that which is normally expected	Pearson Correlation	.558(**)
	Sig. (2-tailed)	.000
	N	117
I will feel sad if I had to resign from this company due to my emotional attachment to it	Pearson Correlation	.762(**)
	Sig. (2-tailed)	.000
	N	117
This organisation really inspires the very best in me in the way of job performance	Pearson Correlation	.738(**)
	Sig. (2-tailed)	.000
	N	117
The reason I prefer this company to other is because of its values, of what it stands for	Pearson Correlation	.755(**)
	Sig. (2-tailed)	.000
	N	117
I have been evaluating the cost of quitting my job	Pearson Correlation	.084
	Sig. (2-tailed)	.367
	N	117
For me, this is the best of all possible organisations for which to work	Pearson Correlation	.778(**)
	Sig. (2-tailed)	.000

	N	117
There is a feeling here that employees should develop a personal commitment to this company	Pearson Correlation	.613(**)
	Sig. (2-tailed)	.000
	N	117
Overall turnover intention	Pearson Correlation	-.418(**)
	Sig. (2-tailed)	.021
	N	117

Table 6.11 Correlation between overall Turnover Intention and Organisational Commitment

Table 6.11 reflects that overall, there is a significant (significance level is 0.00) relationship between commitment of employees to their organisation and turnover. As a result the hypothesis, which states that organisational commitment is negatively associated with voluntary turnover, is accepted.

DISCUSSION AND ANALYSIS OF RESULTS

The following discussion presents an analysis of the results of hypotheses discussed above. For the most part, the results were as expected.

Age is positively associated with voluntary turnover (Hypothesis 1).

The results of this hypothesis (as shown in table 6.1) indicate that there is a relationship between age and turnover. The significance level is 0.000, which means that younger employees are more likely to leave the organisation than older employees. Younger employees in this case study refer to employees falling in the age group between 20 and 30. This finding suggests that age is important in predicting employee turnover. This finding suggests that the higher the age of employees, the lower their turnover intentions and vice versa. Furthermore, this finding can be interpreted to mean that younger employees tend to have a shorter time horizon and view themselves as more likely to change organisations. The reason for this finding can be attributed to the fact that people in this age group are usually the most apt in examining their lives in both work and non-work domains and also the guidelines by which they are living. It has been argued that one of the reasons for high turnover among younger employees is that they are more likely to

use job mobility to gain better pay and better access to good training opportunities (Boxall, 2003).

Hypothesis 2: Level of income is negatively associated with voluntary turnover.

The results of this hypothesis (as shown in table 2) above indicate that overall there is relationship between the level of employees' income and turnover. The significance level is 0.000, which means that turnover is dependent on people's salary levels. The implication of this finding is that one of the most important reasons for voluntary turnover is a higher wage opportunity. It can thus be argued that employees with lower pay satisfaction will have higher voluntary turnover intention compared to employees with higher pay satisfaction. The result can be interpreted to mean that many employees may be persuaded to stay with their current employers if their pay levels are improved.

Hypothesis 3: Tenure of an employee in a company is negatively associated with voluntary turnover

The results of this hypothesis (as shown in table 6.4) indicate that overall, there is a definite relationship between employees' tenure and turnover. The significance level is 0.000, which means that the less an employee has been with the company the more they would want to leave the organisation. The results can be interpreted to mean that employees with greater experience were more satisfied with their pay and less likely to leave, which was the anticipated effect of salary supplements. The reason may lie in the fact that more experienced employees received substantially far more than less experienced junior workers. It might be argued that higher salaries are associated with longer tenure whereas the difference between expected and actual salary was associated with shorter tenure. This finding is indicative that employees with shorter employment period in a specific organisation will tend to higher voluntary turnover intention compared to those with longer employment period.

Hypothesis 4: Gender is related to voluntary turnover

The results of this hypothesis (as shown in table 6.5) indicate that gender differences do not exist between male and female employees. There is no significant relationship

between gender and turnover. The significance level is 0.077, which means that employees' decisions to leave the organisation are not dependent on the gender of employees. This result concurs with the (Griffeth, Hom and Gaertner, 2000) study, which indicates that gender was not a significant factor differentiating movers from stayers.

Hypothesis 5: Perceived Alternative Employment Opportunity is positively associated with voluntary turnover

The results of this hypothesis (as in table 6.6) reflect that overall, there is a significant relationship between perceived alternative employee opportunity and turnover. The significance level is 0.000, which means that when employees perceive no alternative employment opportunities outside their present organisation, they will very likely stay in the original organisations because they may still need the job to make a living. On the other hand, when employees perceive many alternative employment opportunities, they may quit their job quickly because they are confident of finding a new job.

Hypothesis 6: Job satisfaction is negatively associated with voluntary turnover.

The result of this hypothesis (as in table 6.7) provides evidence that job satisfaction does appear to affect turnover intentions directly. There is a significant relationship between job satisfaction of employees and turnover. The significance level is 0.00, which means that the more satisfied employees are with their jobs the lesser the chances of leaving their organisations. The study revealed that there is a significant relationship between turnover intentions and the job satisfaction of employee. This means that the lower, the turnover intention of employees, the more they are satisfied with their jobs. A higher turnover intention of workers in an organisation is an indication that they are dissatisfied with their jobs. In this study, was also established that there is a significant interaction effect in job satisfaction and turnover intentions on employees' organisational commitment. The implication is that job satisfaction does affect turnover intention.

Hypothesis 7: Organisational commitment is negatively associated with voluntary turnover.

The results of this hypothesis (as in table 6.8) reflect that overall there is a significant relationship between commitment of employees to their organisation and turnover. The significance level is 0.00, which means that employees' commitment to their organisation plays a major role in their decision to leave the organisation. This finding is in line Badu's (2001) view that organisational commitment is an important evaluative measure of the level of attachment between the employee and the employing organisations. The finding suggests that there is a reciprocal link between commitment and turnover intentions. The finding is also in line with Popoola's (2005) view that the combination of organisational commitment and turnover intentions can have positive or negative effects on organisational commitment of employees in any organisation. In line with this finding, Khatri and Fern (2001) has found that organisational commitment is the most important factor influencing turnover intention.

CONCLUSIONS AND RECOMMENDATIONS

Three recommendations for future research are suggested. Firstly, future research should concentrate on examining ways in which the voluntary turnover culture can be reduced, while at the same time encouraging a stronger presence of a work culture. Secondly, one likely future research direction of employee attitude research will provide a more in-depth understanding of the effects voluntary turnover on business performance with the intention of assisting human resource professionals as they strive to enhance the employee's side of the business. Lastly, future research should include other antecedents of voluntary turnover not covered in this research such as distributive justice, procedural justice job stress and burnout.

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