



**IMPACT OF STAFF TURNOVER ON ORGANISATIONAL EFFECTIVENESS  
AND EMPLOYEE PERFORMANCE AT THE DEPARTMENT OF HOME  
AFFAIRS IN THE EASTERN CAPE PROVINCE**

**BY**

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## **ABSTRACT**

This research focuses on the impact of staff turnover on organisational effectiveness and employee performance in the Department of Home Affairs in the Eastern Cape Province. High staff turnover rate may jeopardize efforts to attain organisational objectives. In addition, when an organisation loses a critical employee, there is negative impact on innovation, consistency in providing service to guests may be jeopardized and major delays in the delivery of services to customers may occur. The research design used in this study was the quantitative approach, which allowed the researcher to use structured questionnaires when collecting data. A pilot study was conducted to test the questionnaire. The survey method was used in this study because the target population only composed of 100 employees. A high response rate of 98% was obtained using the personal method of data collection, questionnaire was structured in a 5 point Likert scale format. The Statistical Package for Social Science (SPSS) version 15 for Windows was used for statistical analysis of the main responses.

The study finding suggests that salary is the primary cause of staff turnover in the Department of Home Affairs. The findings highlighted that high staff turnover increases work load to the present employees in the department. The study finding also showed that staff turnover causes reduction in effective service delivery to the customers and reflects poorly on the image of the Department. Other findings suggested that unhealthy working relationship may also be the cause of staff turnover in the department. The recommendations highlighted that top management should pay a marketable salary to employees and the employees must be rewarded if they have achieved their goals. Top management should also develop opportunities for career advancement in the department. Top management should involve employees when they make

decisions that will affect them in the Department of Home Affairs in the Eastern Cape Province. The study concludes with direction for future research.

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## **DECLARATION**

I Vuyisile Mabindisa hereby declare that the dissertation submitted for the Degree M Tech: Human Resources Management in the Faculty of Management Science at Durban University of Technology is my own original work and has not previously been submitted to any institution of Higher Education. All the sources that were used for this study are cited and referred to in the bibliography list.

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## **CHAPTER 1**

### **OVERVIEW OF THE STUDY**

#### **1.1 INTRODUCTION**

The objective of the Department of Home Affairs in the Eastern Cape Province is to provide efficient services to the community at large. The Department of Home Affairs provides services such as the issuing of birth certificates, identity documents, passport and home related issues like child maintenance. If these services are not up to standard, the community members will complain. Moreover, the Department of Home Affairs in the Eastern Cape Province experiences a major problem of staff turnover which impacts on organisational effectiveness and on the performance of employees. According to Mathis and Jackson (2007:111) staff turnover include employees who retire and employees who are laid off, who quit or who are discharged. It also includes those who are either boarded off or die.

#### **1.2 BACKGROUND TO THE STUDY**

The Department of Home Affairs as a government department, has diverse mandates and functions (Tapcott, 2007:7). The Department's mission is carried out by a number of departmental unit and regional offices. Service is delivered to customers through a network of regional/district offices and service points. According to Mapisa-Nqakula (2007:01) the Department of Home Affairs strives to become the leading state Department in South Africa in terms of providing service through successful stakeholder relationships, collective and collaborative solution finding, empowerment, flexibility and creativity. She added that the

Department of Home Affairs aims at transforming itself from a reactive to a proactive department and to be recognised for being a successful service provider and staff commitment in providing excellent service. Quality service is therefore an imperative to gain and sustain competitive advantage (Kreitner and Kinicki, 2007:323). But, more than a decade after democracy, the Department of Home Affairs is still faced with inefficient employee performance that have continued to mar the image of the department in the provision of services to its clients (Mapisa-Nqakula, 2007:01). One of the problems experienced by the department is the high rate of staff turnover. Dlamini-Zuma (2009:01) states that the Department Home Affairs loses some of their staff members to better paying corporate organisations but discussions about how to recruit and retain skilled staff are still going on. Staff turnover places unnecessary pressure on staff members who are at work. The remaining staff experience an increased workload leading to low morale, high levels of stress and therefore absenteeism. Employees also have to work extra hours to compensate for the work of those who resigned (Robbins and Decenzo, 2001:24).

### **1.3 PROBLEM STATEMENT**

The Department of Home Affairs in the Eastern Cape is faced with a high rate of staff turnover each year and this leads to poor employee performance which in turn impacts on organisational effectiveness. When an employee leaves the organisation the present employees have to fill the gap until a new employee is appointed. Staff turnover impacts on employee performance because they get disrupted on their daily work performance. The Department of Home Affairs spend lot of money on the recruitment and training of new staff members each year due to high turnover rates (Dlamini-Zuma, 2009:01). There are numerous complaints from the community regarding the performance of employees at the Department of Home Affairs in the Eastern Cape, for example, there are long

queues and long waiting periods for birth certificates and identity documents (Mapisa-Nqakula, 2007:01). In Marabastad, people sleep overnight in the Department of Home Affairs so that they do not lose their place in the queue (Dlamini-Zuma, 2009:01). This study identifies the causes of the high rate of staff turnover and proposes a strategies or recommendations for improving organisational effectiveness and employee performance.

#### **1.4 AIM OF THE STUDY**

The main aim of this study is to investigate the impact of staff turnover on organisational effectiveness and employee performance in the Department of Home Affairs in the Eastern Cape.

#### **1.5 OBJECTIVES OF THE STUDY**

In order to meet the above aim, this study addresses the following objectives:

- To investigate the causes of staff turnover in the Department of Home Affairs in Eastern Cape.
- To determine the impact of staff turnover on organisational effectiveness.
- To determine what impact staff turnover has on employee performance at the Department of Home Affairs in Eastern Cape.
- To recommend strategies that can be used to reduce the high level of staff turnover.
- To explore other factors that could lead to improved employee performance.

## **1.6 RESEARCH QUESTIONS**

The following research questions were formulated for the study:

- What are the causes of staff turnover in the Department of Home Affairs in Eastern Cape?
- How does staff turnover impact on organisational effectiveness?
- How does staff turnover impact on employee performance at the Department of Home Affairs in Eastern Cape?
- What strategy can be used to reduce high level of staff turnover?
- What are the factors that contribute to improve employee performance?

## **1.7 SIGNIFICANCE OF THE STUDY**

The researcher contends that the findings of this study will make concrete recommendations to the Department of Home Affairs in the Eastern Cape to reduce staff turnover. It is hoped that this study will also benefit other Department of Home Affairs offices in South Africa and make recommendations for improving organisational effectiveness and employee performance.

## **1.8 SCOPE OF THE STUDY**

This study was based in the Department of Home Affairs in Eastern Cape. All employees working in the Department of Home Affairs in the Eastern Cape at Mount Frere offices were included to participate in this study. The findings of this

study will be useful in addressing problems associated with staff turnover in the Department of Home Affairs in Eastern Cape Province. The study does not include other departments of Home Affairs based in other provinces.

## **1.9 CAUSES OF STAFF TURNOVER**

The following discussion highlights the various causes of staff turnover as described by various authors.

### **1.9.1 REMUNERATION**

The main objective of a compensation system is to attract and retain high quality staff. In order to be able to retain staff, the rewards that staff receive for their compensation must be satisfactory. Grobler, Warnich, Carrell, Elbert and Hartfield (2002:382) state that compensation refers to all forms of financial returns and tangible benefits that employees receive as part of their remuneration package. Robbins (2003:72) agrees that the classical objectives of any compensation system are to attract, retain and motivate employees. Poor remuneration is one of the reasons of staff turnover. If employees are not satisfied with what they are paid, they normally leave to seek greener pastures. Moreover, the working conditions, motivation, recognition and an opportunity to grow must also be feasible. An employee may still leave even if another job offers a lower salary as long as he or she enjoys job satisfaction. Although financial incentives will encourage employees to stay over the short term, over the long term they need opportunities for growth (Tyani, 2001:98).

### **1.9.2 PERFORMANCE APPRAISAL AND FEEDBACK**

Performance Appraisal is the method by which the performance of an employee is measured. Employees need to be appraised in order to rate their performance and improve competence. Nel, Van Dyk, Haasbroek, Schulltz, Sono and Werner (2004:46) argue that successful organisations are characterized by performance-inclined, innovative and creative employees. They state further that this is a challenge to Human Resource Management to retain such committed employees as well as less successful employees and to develop them further to the advantage of the organisation and its stakeholders. Mullins (2005:454) states that people must be given recognition and credit where it is due. According to Cohen (2000:63), managers are often unresponsive to good performance, but they are quick to criticize on the few occasions when performance falls below expectations. Robbins (2003:74) adds that positive feedback on good performance is a strong motivator and staff members are more likely to accept and respond to constructive criticism.

### **1.9.3 JOB DISSATISFACTION**

Job dissatisfaction is one of major causes of absenteeism. Robbins and Decenzo (2001:120) state that a person with high job satisfaction holds positive attitudes towards the job. It is the people with negative attitudes that absent themselves. In a study conducted in a Military Health Care Facility by Mullins (2005:05), it was found that there was a positive relationship between job dissatisfaction, employee turnover and levels of absenteeism.

#### **1.9.4 TRAINING AND DEVELOPMENT OF EMPLOYEES**

According to Ichniowski (2004:11) another tool for staff retention is staff training. Training may help staff to become more competent and to enjoy their work even better. They may gain confidence in their work which in turn may boost their morale. Reducing staff turnover will benefit business and save money (Mullins, 2005:452). Moreover, replacing staff is costly and valuable skills are lost. By providing staff with training and development they are more likely to be keen to take on greater responsibilities more suited to promotion or career progression. Staff may become confident and motivated and they may not rely too much on supervision. The costs associated with staff turnover are simply huge, taking into account the costs of recruitment, training and absence combined with average salaries and attrition rates (Tyani, 2001:101).

Career development requires formal action by an organisation to ensure that employees with appropriate qualifications and experience are available when the organisation requires their services. According to Nel, *et al.* (2004:373), the reasons for career development in organisations are the following:

- The quality of employee's work life is improved when he/she has the opportunity to progress in his/her career.
- Employees are able to learn new skills with the result that there is always a demand for them.
- Career development of employees decreases an organisation's employee turnover rate.
- The personal job satisfaction of the employees is enhanced when their abilities have been developed and when they are placed in positions that suit their ambitions and abilities.

## **1.10 THE IMPACT OF STAFF TURNOVER ON PRODUCTIVITY IN THE ORGANISATION**

Page (2001:77) states that the escalation in the rate of labour turnover is a major concern for businesses and is clearly impacting on organisational performance. Clients begin to doubt the management of such an organisation and unsure whether they should continue to do business with an organisation with higher staff turnover. Mullins (2005:674) maintains that the costs of recruiting and engaging new members of staff are considerable. He adds that this affects the direct costs like advertising, agency fees, paper work and interview time. Robbins and Decenzo (2001:36) state that there are many hidden or indirect costs, like the expenses incurred in training and supervising new entrants, as well as those they are replacing and overtime that may have to be paid during staff shortages. Other costs may include increased wastage and losses while new staff settles in. Moreover, customer irritation and low staffing morale leads to high staff turnover (Cohen, 2000:69).

The impact of staff turnover results in an extra work load for the remaining staff member's performance and on organisational effectiveness. Mathis and Jackson (2007:119) state that employees have to work extra hours to compensate for the work of those that have resigned. Russell and Bvuma (2001:47) state that cost is not only financial but must also be measured in terms of the damage to staff morale and deficits in meeting customer demand. The increased workload leads to low morale and high levels of stress which in turn leads to absenteeism amongst employees.

## **1.11 IMPACT OF STAFF TURNOVER ON ORGANISATIONAL EFFECTIVENESS**

Steers (2002:217) states that staff turnover is costly and disruptive. Costly, as it reduces the output and disruptive, as it requires that schedules and programmes to be modified. This is true in the Department of Home Affairs as staff turnover causes the organisation to loose a lot of money because they have to employ other agency staff to come and help. The agency staff is paid from the organisation's coffers and it becomes very expensive.

According to Robbins (2003:78), staff turnover is costing South African organisations millions of rands in decreased efficiency. He further states that in the United States, staff turnover is estimated at \$40 billion a year, in Canada \$12 billion and in Germany DM 60 billion (Robbins, 2003:78). The cost of staff turnover and the impact thereof on productivity alone is enough to depress any human resource manager and the organisation. There might be a delay of service delivery while waiting for the replacement staff to arrive. In addition, there might be production losses while assigning and employing replacement staff (Ziel and Antointette, 2003:367). Often the organisation experiences a waste of time due to inexperienced replacement of staff. Management and other staff spend valuable time not doing their job but trying to orientate the replacement staff. According to Nel, *et al.* (2004:245), the following are some of the factors that impact on staff turnover and organisational effectiveness:

- Increased customer complaints about the service.
- The quality of service is decreasing because of staff shortage.
- The replacement staff may be unfamiliar with the unit and task or duties to be performed; therefore inefficiency and errors may result.

- Sometimes a personnel member in the unit is in the lower categories of staff. Therefore they are restricted by their scope of duty. They can perform certain duties under the direct supervision of a trained member or sometimes they are completely forbidden to do certain duties.

Gardner (2009:11) asserts that staff turnover may have devastating effects on service rendered by the organisation and these may bring deficits in meeting customer demand. This leads to customer irritation and increase in complaints. Mullins (2005:76) states that organisations that create work environments that attracts, motivate and retain hard working individuals will be better positioned to succeed in a competitive environment that demands quality and cost efficiency. Ekinci and Riley (2000:211) also agree that it is critical to understand that interdependent relationship exists between employee satisfaction and customer satisfaction and that the organisation needs to focus on both these components.

## **1.12 IMPACT OF STAFF TURNOVER ON EMPLOYEE PERFORMANCE**

Staff turnover can also have a negative impact on other employees by disrupting group socialization processes and increasing internal conflict, which can lead to triggering additional absenteeism (Neo, Hollenbeck, Gerhart and Wright, 2006:233). In addition, the interpersonal bond that is developed between employees is central to the communication patterns that are characteristic and unique to any organisation. People grow professionally and personally, and good employers are able to accommodate these changes in the circumstance. A highly satisfied workforce is far more capable of meeting organisational goals and customer needs than an apathetic and uninspired one (Swanepoel, Erasmus, Van Wyk and Schenk, 2003:362). Tyani (2001:83) states that cost is not only financial but must also be measured by the damage to staff morale and deficits in meeting community demand. This has an impact on the operations of

the Department of Home Affairs because no line manager wants to work with subordinates that are experiencing higher level of stress which impacts on organisational effectiveness (Russell and Bvuma, 2001:44). High level of stress leads to employees making unnecessary mistakes/accidents and low morale leads to them not caring about what they do. Staff turnover breaks the team spirit and group cohesion, which is necessary for the successful and smooth running of the Department of Home Affairs in Eastern Cape (Grobler, *et al.*, 2002:385). Page (2001:67) states that “the real cost of staff turnover leads to lowered morale among other employees who must shoulder the workload, lost revenue from sales not made, the loss of customers who fled to competitors for better service”. The morale of staff may be lowered because work overload, overtime work, substitute personnel and working with fewer staff than required is problematic. This causes an increase in errors during the performance of activities and results in poor service.

### **1.13 RESEARCH DESIGN**

This study is quantitative in nature. Quantitative research may be associated with a positivist research paradigm (Ziel and Antoinette, 2003:23). Quantitative methods involve the use of numerical measurements and statistical analyses of measurements to examine social phenomena (Saunders, Lewis and Thornhill, 2003:99).

### **1.14 MEASURING INSTRUMENT**

A structured questionnaire as a primary data collection method was used to collect the primary data in this study. Questionnaires are data collection instruments that enable the researcher to pose questions to subjects in his/her

search for answers to the research questions. Saunders, *et al.* (2003:114) maintain that it is generally good practice not to rely solely on questionnaire data but to use the questionnaire in conjunction with at least one other data collection instrument. The questionnaires contained closed ended questions. A covering letter was accompanied to assure respondents of their anonymity. A consent form from the Department of Home Affairs in Eastern Cape was attached to the questionnaire. The Likert scale format was also used. A Likert scale format involves the use of a special rating scale that asks respondents to indicate the extent to which they agree or disagree with a series of statements about a given subject (Sekaran, 2003:69).

## **1.5 TARGET POPULATION**

The total population of employees at Department of Home Affairs in Eastern Cape at Mount Frere offices was 100 employees. The whole list of the total number of employees in the Department of Home Affairs in Mount Frere was obtained from the Human Resources Department. The target population for this study were all employees in the Department of Home Affairs at the Mount Frere offices. The target respondents were in a good position to give the researcher valuable information about the causes of staff turnover in the Department of Home Affairs in the Eastern Cape because it was an in-house investigation.

## **1.16 SURVEY METHOD**

According to Burns and Bush (2010:53), a survey involves interviews with a large number of respondents using a pre-designed questionnaire. Large number of respondents may be required in order to collect a large sample of important

subgroups to ensure that the study accurately represents a homogenous target population. According to Sekaran (2003:67), the survey method allows the collection of a significant amount of data in an economical and efficient manner. This study used standardisation survey method because of the small number of the target respondents.

### **1.17 DATA COLLECTION METHOD**

Structured questionnaires (Annexure E) were used to obtain the primary data. The researcher hand delivered questionnaires to the participants using the personal method of data collection. Participants were asked to return all questionnaires within two weeks.

### **1.18 ANALYSIS OF DATA**

The responses to the questionnaires were firstly captured to form a data set and thereafter the responses were analysed using the latest version of the Statistical Package for Social Science (SPSS) version 15 for Windows.

### **1.19 STRUCTURE OF THE CHAPTERS**

#### **Chapter 1 Overview of the study**

In the first chapter, the background to the study, aim of the study, objectives, research questions, problem statement, scope of the study and significance of the study was presented.

## **Chapter 2: Literature review**

The second chapter presents a review of literature pertinent to the study and discusses in detail the theoretical framework underpinning this study.

## **Chapter 3: Research methodology and design**

This chapter discusses the research methodology and design, the use of the survey method and data collection instruments used in the study.

## **Chapter 4: Analysis of data and discussion of findings**

This chapter presents an analysis of the data and discussion of the findings in this study.

## **Chapter 5: Conclusion and recommendations**

The last chapter presents the conclusion and makes recommendations arising from analysis of results.

### **1.20 CONCLUSION**

Chapter 1 has provided the overview for the study. As staff turnover is the major challenge at the Department of Home Affairs in Eastern Cape, this study investigated the impact of staff turnover on organisational effectiveness and employee performance. Staff turnover causes shortage of staff members which leads to poor service provided by the Department of Home Affairs in Eastern Cape. The next chapter reviews the literature related to the study, as well as literature that relates to previous studies conducted on staff turnover on organisational effectiveness and employee performance.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 INTRODUCTION**

Staff turnover may cause serious problems in the effectiveness of the organisation if it is not addressed by top management. According Hamermesh (2001:142), staff turnover may affect service rendered by the organisation and it may cause delays in meeting customer demand. This chapter explains the causes of staff turnover, the impact of staff turnover on employee performance and organisational effectiveness.

#### **2.2 EMPLOYEE STAFF TURNOVER**

According to Page (2001:17), staff turnover encompasses personnel moves including layoffs, firings and promotions. While the idea of staff turnover is harrowing for many businesses, the desire for a stable bottom line often trumps relationships with long time employees. In many cases, staff turnover is limited by union representation and employee contracts. According to Hamermesh (2001:143), every manager, supervisor and business owner has to understand the complexities of staff turnover before making the first personnel decision. An incorrect promotion or firing can lead to lost productivity as well as diminished loyalty from employees. The function of staff turnover is to keep essential personnel in positions best suited to their skills (Mullins, 2005:63). According to Booth and Hamer (2007:81), staff turnover may entail consolidating positions and creating new jobs that reflect the new challenges facing an organisation.

According to McConnel (2004:289), firings and layoffs are used to reduce wages and benefits payments that are diverted elsewhere in the organisation.

According to Mathis and Jackson (2007:301), staff turnover can be broken down into internal and external types. Internal staff turnover strategies involve promoting current employees, adding new responsibilities to job titles and bringing in entry-level employees due to company growth. External staff turnover implies that employees are leaving the company to seek new jobs, raise families or enter retirement.

### **2.3 TYPES OF STAFF TURNOVER**

According to Mullins (2005:65), staff turnover can also be observed in terms of positive and negative influences. While positive turnover involves the creation of new jobs in recognition of a company's expansion, negative turnover demonstrates a contraction of company finances due to hard times. Positive staff turnover typically takes place on an individual or small group basis (Swanepoel, *et al.*, 2003:442). This type of turnover involves individual consultations to inform personnel of their promotions, pay raises and additional responsibilities. These conversations are designed to keep personnel moves confidential while reducing frustration by workers who were not promoted. According to Steers (2002:27), negative staff turnover typically takes place on a larger scale with mass layoffs and firings common in the corporate world. While worker morale takes a negative consequence with sizable layoffs. Investors and owners who are concerned about a company's bottom line may regain confidence with negative staff turnover (Bittel and Newstrom, 2002:110).

McConnell (2004:278) states that whether it is positive or negative turnover, a company will experience some consequences by shifting personnel. An

organisation has to plan promotions and layoffs carefully to reduce the impact on daily productivity. Productivity will take a dive as new employees undergo job training and newly promoted personnel learn their job responsibilities. Mathis and Jackson (2007:103) state that if staff turnover is controlled poorly, an employer may begin to notice lower morale among workers from top to bottom. According to Cohen (2000:13), a business that earns a reputation for turning staff over frequently will find it difficult to recruit entry-level workers and executives alike.

According to Kreitner and Kinicki (2007:268), the process of staff turnover can take up to a year for completion depending on the depth of the turnover and it begins with discussions by board members and executives about necessary personnel changes. Hamermesh (2001:150) states that organisations that are affected by negative staff turnover need to provide sufficient notice to workers, conduct exit interviews and reassign responsibilities to remaining personnel.

## **2.4 OTHER CAUSES OF STAFF TURNOVER**

According to Carrel, Elbert, Hatfield, Grobler, Marx and Van der Schyf (2000:579), staff turnover may be caused by low remuneration, job dissatisfaction and unfair treatment. According to Grobler, *et al.* (2002:257), staff turnover costs may be estimated to include separation, replacement, recruitment and training costs. Thus, if management were aware of the causes of staff turnover they could try to resolve them. Booth and Hamer (2007:300) state that management in different organisations work hard to reduce the high rate of staff turnover. Management is concerned with managing human resources in such a way that the employees become one team working for the same goals. Dlamini-Zuma (2009:02) states that the Department of Home Affairs is responsible for

preparing staff training plans and for soliciting training funds from donor agencies. The following are some of the causes of staff turnover:

#### **2.4.1 EMPLOYEE EXPECTATIONS AS THE CAUSE OF STAFF TURNOVER**

New employees have expectations but when these expectations are not met, they may start withdrawing from work using sick leave, family responsibility leave and all kinds of excuses (De Vos, Strydom, Fouche and Delport, 2007:303). Employees expect that their performance will correlate with the rewards received from the organisation. Employees set expectations about rewards and compensation to be received if certain levels of performance are achieved. These expectations determine goals or levels of performance for the future. Employees achieving the desired levels of performance expect a certain level of compensation. If employees see that hard work and superior performance are recognised and rewarded by the organisation they will expect such relationship to continue in the future. Therefore they will set higher levels of performance expecting higher levels of compensation. If employees see little relationship between performance and rewards, then they may set minimum goals in order to retain their jobs but will not see the need to excel (Birdi, Clegg, Patterson, Robinson, Stride, Wall and Wood, 2008:68).

#### **2.4.2 JOB – PERSON MATCH AS THE CAUSES OF STAFF TURNOVER**

It is important for the person's abilities, personalities and skills to match the job requirements. If there is no match, the employees become bored by the job that

provides no challenges or one that provides unrealistic challenges. These realities are the ones that make people leave the organisation (Erasmus, Van Wyk and Schenk, 2003:41).

#### **2.4.3 HIGH LABOUR DEMAND AS THE CAUSE OF STAFF TURNOVER**

When the demand for labour in an industry is high, an opportunity for changing jobs in that industry becomes enhanced (Neo, *et al.*, 2006:33). This assertion is supported by Harrison and Kessels (2004:291) who in their research on labour turnover in the retail industry found that environmental factors such as local labour markets had a major influence on labour turnover.

#### **2.4.4 INDIVIDUAL EMPLOYEE AS THE CAUSE OF STAFF TURNOVER**

There are factors specific to the individual that can influence turnover. These include both personal and trait-based factors. Robbins and Decenzo (2001:67) state that personal factors include issues such as changes in family situation, a desire to learn a new skill or trade or an unsolicited job offer. In addition to these personal factors, there are also trait-based or personality features that are associated with staff turnover. These traits include behaviours such as loafing, absenteeism, theft, substance abuse on the job and sabotage of employer's equipment or production (Page, 2001:20).

#### **2.4.5 EMPLOYEE RECOGNITION AS THE CAUSES OF STAFF TURNOVER**

Robbins (2003:102) states that individuals at all levels of the organisation want to be recognised for their achievements on the job. Their successes do not have to be monumental before they deserve recognition, but the praise should be sincere. Steers (2002:59) states that one premise inherent in Herzberg's theory (1959) is that most individuals sincerely want to do a good job. To help them, they should be placed in positions that use their talents to an optimal level and where they are not set up for failure (Mathis and Jackson, 2007:116). Clear, achievable goals and standards for each position should be set and should be known to employees. Individuals should also receive regular, timely feedback on how they are doing and should feel they are being adequately challenged in their jobs. Individuals should not be overloaded with challenges that are too difficult or impossible (Tyani, 2001:176).

#### **2.4.6 JOB OWNERSHIP AS THE CAUSE OF STAFF TURNOVER**

According to Park (2003:43), employees will be more motivated to do their jobs well if they have ownership of their work. This requires giving employees enough freedom and power to carry out their tasks so that they feel they own the result. As individuals mature in their jobs, the organisation should provide them with opportunities for added responsibility.

#### **2.4.7 LACK OF SUPERVISION AS THE CAUSE OF STAFF TURNOVER**

According to Booyens (2000:70), the essence of supervision lies in the

evaluating the effectiveness of the organisation, both vertically and horizontally, and ensuring that resources are used adequate and correct, errors are rectified, standards maintained and objectives attained. According to Robbins (2003:79), supervision should be a democratic process during which employees are given help and encouragement by supervisors. The supervisor must recognize the value of each member of the team and each one has a vital role in to play to achieve quality service delivery and creating high level of motivation among personnel.

A study conducted by Booth and Hamer (2007:298), showed a significant positive relationship between supervision and employee turnover. Page (2001:73) states that supervisors act as a source of social support to the employee. They provide means of attaining the desired goals and they orient the employee when he\she first joins the organisation. Supervisor willingness or unwillingness to delegate responsibility or to teach the employee or exercise fairness in treatment can lead to the employee's dissatisfaction with his work and possible turnover (Falkenburg and Schyns, 2007:708).

#### **2.4.8 PHYSICAL ENVIRONMENT AS THE CAUSES OF STAFF TURNOVER**

According to Hamermesh (2001:146), the physical environment includes physical structures in which employees work, such as buildings, offices and the lighting, ventilation, noise vibration temperature, humidity and air quality. To motivate the workforce, it is important to ensure a hazard free and safe environment which also enhances efficiency and productivity (Del Val, and Fuentes, 2003:148). When the adverse effects of the physical work environment are not attended to by management, employees may loose interest in the work and might leave the organisation. In support of this assertion, Heizer and Render (2006:469), state

that if the work environment is not conducive to the employee's wellbeing and expectations it can contribute to decisions to leave.

#### **2.4.9 EMPLOYEE EXPECTATION AS THE CAUSES OF STAFF TURNOVER**

According to Nel, *et al.* (2004:185), when an employee joins an organisation, besides the employment contract, usually a psychological contract is established between employer and employee with respect to what each should expect of the other. Habeck, Kroger and Tram (2000:132) add that psychological contracts consist of the individuals' beliefs regarding the terms and conditions of the exchange agreement between themselves and their organisations. They emerge when individuals believe that their organisation has promised them certain inducements in return for their contributions (Park, 2003:112). These inducements might include promotion and other benefits. This type of contract is usually informal and unstated and often spells shared commitment to a goal or objectives. It is also dynamic and changes with time. If at any time during the course of employment, the employee perceives a breach of the psychological contract, the commitment by the employee to the organisation becomes diminished and triggers feelings of discontent which can lead to the employee leaving the organisation (Ekinici and Riley, 2000:293).

#### **2.4.10 LACK OF STAFF TRAINING AND DEVELOPMENT AS THE CAUSE OF STAFF TURNOVER**

According to Booyens (2000:53), for an organisation to be successful in providing service delivery it is essential for management to introduce, manage and evaluate programmes with the aim of developing personnel, their knowledge,

skills, attitudes, their own personal growth and fulfilment. The planned development of the organisation will promote staff development. Staff training and development includes a number of different educational undertakings, namely, induction training, orientation, in-service education, continuous training and career development.

The planned development of the organisation will promote staff development. Staff training and development includes a number of different educational undertakings, namely, induction training, orientation, in-service education, continuous training and career development. Career development requires formal action by an organisation to ensure that employees with appropriate qualifications and experience are available when the organisation requires their services. According to Nel, *et al.* (2004:373), the reasons for career development in organisations are the following:

- The quality of employee's work life is improved when he/she has the opportunity to progress in his/her career.
- Employees are able to learn new skills with the result that there is always a demand for them.
- Career development of employees decreases an organisation's employee turnover rate.
- The personal job satisfaction of the employees is enhanced when their abilities have been developed and when they are placed in positions that suit their ambitions and abilities.

Booyens (2000:387) asserts that training serves as a dual role in that it helps management meet its human resources requirements, while at the same time

increasing the market value of those being trained and hence their bargaining power. Training equips an employee with capacity to meet the challenges of the job he/she is supposed to perform. If the trainee receives inadequate training the job becomes very frustrating and can stir feelings of turnover intention (Kirschenbaum and Weisberg, 2002:389). Smit and de Cronje (2003:88) state that supporting employees by allowing them to pursue further education will make them more valuable to the organisation and more fulfilled professionally.

According to Nel, *et al.* (2004:330), continuous training as the phase of the staff development programme is aimed at assisting the employee to keep up to date with the current issues in broad administration, increasing employee knowledge and competence. According to Falkenburg and Schyns (2007:711), management will support the individual staff member's to continue training, as well as providing an impetus for training activities in work place which may minimise staff turnover. According to George and Jones (2002:123), there are several methods which may be used to provide and maintain continuous training among staff members:

- The use of small activities in which the staff members of a section share interesting topics of mutual interest with staff members of other section. This may inspire some workers to further their educational training and may encourage others to read relevant literature and to extend their knowledge.
- Organisations usually support individual programmes for continuous training, such as degree courses at universities relevant to the worker's job.
- In addition, the executive management also supports attendance to workshops, seminars, conferences and symposia in order to develop staff members and to decrease staff turnover.

An organization should provide workshops, software, or other tools to help employees increase their understanding of themselves and what they want from their careers and enhance their goal-setting efforts. It is important to provide employees with adequate job challenges that will expand their knowledge in their field. Employees are more likely to stay engaged in their jobs and committed to an organization that makes investments in them and their career development (Van Tiem, 2003:69).

According to Booth and Hamer (2007:296), in-service training is the training of an employee while he/she is doing his/her job or rendering a service to clients in an organisation. It implies updating, training, educating and informing the person about the present requirements of the job. In-service training programmes are usually directed towards bringing employees up to date about new equipments, the optimal use of supplies and new institutional policy decisions. According to Mellish and Lock (1992) cited in Booyens (2000:385), in-service training is given to people while they are employed. It is planned deliberately, is designed to fill in learning or to remedy deficiencies on the skills and knowledge of employees.

#### **2.4.11 POOR EMPLOYEE ORIENTATION AS A CAUSE OF STAFF TURNOVER**

According to Booyens (2000:56), orientation is the personalised training of the individual employee so that he/she becomes acquainted with the requirements of the job itself. The aim of the orientation is to be effective and show productive work performance by the new employee. The orientation process aims at reducing anxiety, creating a positive attitude towards the employer and assist in creating realistic work expectations. Orientation process is normally the responsibility of the human resources department. All categories of new

employees are subjected to the same programme which is conducted during the first few days of an employee's orientation programme (Habeck, *et al.*, 2000:133). Park (2003:121) asserts that one of the sources of voluntary turnover is the poor orientation and socialisation that is given to new employees. An orientation process helps new employees to formulate realistic, reasonable and accurate expectations of their new responsibilities and performance requirements. Page (2001:79) further asserts that an orientation process also facilitates the employee's social integration in the organisation. If the orientation process is not properly conducted at the beginning of employment, it can lead to employee turnover intention and eventually to the employee leaving his/her work.

#### **2.4.12 WORK CONTENT AS THE CAUSE OF STAFF TURNOVER**

According to Nel, *et al.* (2004:390), work content refers to the amount of work which is performed by the employee at any given time. Mouton (2001:64) states that quantitative overload involves having too much work to do in the time available and has been associated with stress related ailments such as coronary heart disease and finally staff turnover. Qualitative overload involves work that is too difficult (Page, 2001:80). In the context of voluntary staff turnover, when the employee relates the work load with pay and benefits which may be perceived to be lower than the amount of work performed, work overload may then incite staff turnover intention (George and Jones, 2002:108). According to Habeck, *et al.* (2000:135), work content at the organisation is divided among the team and each team consists of team leaders and team leaders give each team member a quota to work on.

According to Smit and de Cronje (2003:93), if a job is complex or boring, is physically demanding and tiring and does not promote something valued by the worker, the employee becomes discontented and may eventually leave the job.

Job design provides for the specification of the tasks that constitute a job for an individual or group. Job design defines the way work will be performed and the tasks that will be required in a given job (Grobler, *et al.*, 2002:215). According to Heizer and Render (2006:386), four job characteristics model for the motivation of employees through the design of work are:

- Skill Variety, requiring the employee to use a variety of skills and talents;
- Job identity, allowing the employee to perceive the job as a whole from start to finish;
- Autonomy, offering freedom, independence and direction; and
- Feedback, providing clear, timely information about performance.

These core job dimensions determine whether the employee experiences meaningfulness of the work performed and responsibility for the outcomes of the work and knowledge of the actual results of the work activities. If these psychological states are fulfilled, the employee will experience motivation, job satisfaction, improved productivity and work effectiveness (Bittel and Newstrom, 2002:75). Tasks and roles in job profiles are outlined by key performance areas. The job profiles are a challenge because employees of different categories in the organisation have identified that there is an overlap of key performance areas. According to Harrison and Kessels (2004:147), employees leave the organisation because of tasks and role that puts physical strain and exertion on them or may be due to roles and tasks that are not well clarified.

#### **2.4.13 SOCIAL RELATIONS AS THE CAUSE OF STAFF TURNOVER**

Ichniowski (2004:04) asserts that opportunities for social contacts are highly important elements of working conditions. Social contacts refers to the supporting functions that an employee gets from colleagues, managers or subordinates

which can be a buffer between stress and health. Interpersonal relations refer to personal and working interactions between the employee and other people he/she works with. These include cooperation, teamwork and sharing of common goals. According to Mullins (2001:394), unhealthy social relationship between employees in the organisation will lead to employee absenteeism and eventually to staff turnover. Hopkins (2005:21) contends that fulfilling social needs by managers in the work environment improves employee performance. Social need is a desire to belong, to be accepted by others and to experience love, affection and friendship. If the employee has feelings of not being accepted within the social set up, he/she may be tempted to leave the organisation. Research conducted by Del Val and Fuetntes (2003:92) showed that employees felt that they were part of the organisation when their fellow group members shared a sense of communal involvement and developed a professional friendship.

#### **2.4.14 POOR EMPLOYEE ASSISTANCE PROGRAMME (EAP) AS THE CAUSE OF STAFF TURNOVER**

According to Russell and Bvuma (2001:49), in every organisation there are managers who manage the day to day running of the business. But do managers ever know the problems and grievances of the staff and the way they feel if they only talk to them or when they follow up on duties assigned to staff members? The managers only see the employees whose performance is declining but sometimes they do not realize that the performance is affected by social problems or they do not care as long as the cause is not work related. If employees feel that the organisation does not help them when they have social problems like financial assistance or counselling they may leave the organisation (Erasmus, *et al.*, 2003:487).

The introduction of EAP in organisations is of vital importance whereby troubled employees could get in-house assistance in order to be able to cope with problems that have a negative impact on their performance that may affect service delivery. EAP is a health management intervention which at first was linked to alcohol abuse, but it now covers a variety of other psychosocial problems. Therapy, rehabilitation and counselling are offered to all affected employees including any other personal problems that bring about stress and depression to employees (Ichniowski, 2004:132). Russell and Bvuma (2001:55) state that organisations that take care of their employee become productive compared to those who do not care because they do not experience a high staff turnover rate.

Mullins (2001:108) states that mentoring in the work place is a necessity, to assist employees with their social problems. These problems range from divorce proceedings or losing their loved ones, alcohol addiction and dealing with terminal diseases like aids and cancer. Depression caused by divorce, illness and death of a family member can be so acute that an employee dies (Carrel, *et al.*, 2000:492).

#### **2.4.15 LACK OF STAFF INVOLVEMENT CAUSE STAFF TURNOVER**

Erasmus, *et al.* (2003:324) state that lack of staff involvement may be one of the causes of staff turnover. If staff members are involved in any changes or decisions that directly affect employees, it is seldom that they will be against the changes and decisions. By not involving them and not including their inputs they feel betrayed. Normally when they are told about a change which might affect

their jobs or the way they are used to doing their work; without having been involved beforehand then they are likely to resist (Hopkins, 2005:25).

Harisson and Kessels (2004:25) state that one of the human resource functions is to produce an added value by producing and implementing policies that could harmonise pay conditions to the re-engagement and redeployment of people and to the team building and multiskilling environment. It is not everybody who is in management can foresee problems and able to solve them on a day to day running of the organisation. Mathis and Jackson (2007:118) reviewed a number of theories related to staff involvement and why organisations that involve staff are more effective than organisations with vertical structures. Ichniowski (2004:133) divides these theories into basic groups, namely:

- Those that focus on the effort and motivation of workers and work group suggest that people work harder.
- Those that focus on changes in the structure of organisations are more likely to stay as it produces improvements in efficiency.

Mullins (2001:538) states that empowerment does appear to have a radical effect on the way people work. Grobler, *et al.* (2002:342) describe an improved job satisfaction and the changing attitude of staff arising from the introduction of empowerment. No organisation can perform at its best unless each employee is committed to the corporate objectives and works as an effective team member.

## **2.5 FACTORS AFFECTING REDUCTION OF STAFF TURNOVER**

According to different authors the following factors contribute to staff turnover if they are not addressed properly by the management of the organisation:

### **2.5.1 RECONCILING FAMILY AND WORK**

The employer must try to reconcile employee's family needs with work needs. This may lead to the development of child care centre at the organisation or institution, or the use of flexi time schedules. The establishment of an onsite sick child bay could also enhance work attendance. According to Jones (2006:34), there is evidence that the introduction of flexible staffing schedules (combination of 8 hour, 12 hour and 4 hours schedules) will reduce staff turnover, because employees can more easily arrange time off for personal and family commitment.

### **2.5.2 MANAGEMENT OF TRANSPORT**

Arranging transport for employees by coordinating work hours with public transport, or investing in organisational transport for employee, should reduce staff turnover (Neves, 2009:215).

### **2.5.3 PROVISION OF FREE HEALTH CARE**

Parish, Cadwallader and Bush (2008:121) state that it is also important to control stress and to implement physical fitness programmes. The workplace is the

prime location from which to promote health care and disease prevention. Free health care for employee may be another method to improving staff retention strategy because employees are sometimes unable to pay for a doctor's visit, or have to wait several days for a doctor's appointment.

#### **2.5.4 ESTABLISHMENT OF A REWARD SYSTEM**

Parish, *et al.* (2008:122), believe that organisations should reward employee for long term service. These rewards may be in the form of posting names on bulletin boards, announcing the names of employees in notices, or giving monetary reward, but such a system can be very expensive.

#### **2.5.5 PERSONAL INTEREST AND BACKGROUND**

Employees with rural backgrounds are more likely to relocate to a rural location and remain there. According to Ivancevich and Matteson (2004:88), the employee's spouse is becoming an important determinant to the likelihood of them being retained in their positions since the contentment of these spouses in a rural setting is a huge factor that can make them stay in service.

#### **2.5.6 LACK OF EMPLOYEE LIFE BALANCE**

Management should provide employees with a way to balance the professional and personal aspects of their lives. Create a plan that creates fairness among all employees and departments. Build the plan around company needs and goals.

No employee wins if the new plan is disruptive to the productivity of the organisation. Whenever possible, create several different flextime options and allow employees to choose the one that works the best for them (George and Jones, 2002:39). Bhengu (2007:143) distinguishes two main dimensions of a retention strategy, namely, extrinsic and intrinsic factors. Extrinsic factors include variables such as pay, promotion opportunities, co-workers, supervision and recognition. Intrinsic factors include personality, education, intelligence and abilities, age and marital status. It is important to match worklife benefits to the needs of employees and failure may lead to staff turnover in the organisation. This could be in the form of offering non traditional work schedules (such as a compressed work week, telecommuting and flextime) or extra holidays. When work-life balance is structured properly, both the employee and employer come out ahead. For example, the employer will experience more productivity in the workplace because employees will be less stressed, healthier, and thus, more productive. Organisations should encourage employees to set worklife goals, such as spending more time with their children and achieve a healthy worklife balance (Abbott, 2003:333).

Manning (2002:207) states that employers must balance company goals with employee's personal goals. A happy, content employee has an equal mix of successful professional and personal lives. Countless studies have determined that people who are experiencing problems with illness or lack of focus on goals generally underperform in their jobs. After all, they are people first and employees second. In order to make sure that employees realise that the two aspects of life are valued in the workplace, it is imperative that the organisation develops a value proposition that embodies these concerns. Brief (2008:132) states that a strong career plan will provide a sense of hope in the future of employees and comfort in the fact that their company is concerned in them as an individual. The key to this plan is to marry the company's goals with personal goals, in essence, the real nuts and bolts of employee's retention. The result is

that employees with aspirations will see that their current role should be performed to the best of their abilities in order that they may continue to the next position. This will encourage employee to do more to solidify the intention to stay more than any gift or bonus.

Allen, Jimmieson, Bordia and Irmer (2007:37) state that all top performers aim to accelerate their careers. Assisting individual staff members in finding new positions within the company may be the best and most direct way to influence them to stay. Organizations often subconsciously erect numerous bureaucratic hurdles that make moving around tough or they simply do not offer ways for an employee to learn about possible openings. If employees stay challenged and in continual development, they will generally remain with the organization (Locke, 2009:234). According to Herzberg, Mausner and Snyderman (2002:365), some form of information platform, such as a website or job board or easily distributed digital announcements, is a great way to let employees know there are vacancies in other departments within the company. One of the effective tool to communicate vacancies is distribution in an email to internal staff letting them know of current and future vacancies. Deconstructing barriers makes it easier for people to move between positions within the organization as it is outside the company. This could mean that certain current practices may need to change. According to Bhengu (2007:145), organisations with low turnover generally follow several rules that guide the internal application and transfer process:

- Individuals should be able to apply for new positions without permission from their present managers;
- Individuals should not have to complete application forms and if resumes are used they should be kept very simple;

- Individuals should be able to leave their current position with the fewest amount of obstacles as possible. It should not be their responsibility if their previous position has not been filled; and
- Salaries offered should be similar to those that an external hired employee would receive.

## **2.6 THE FIVE STEPS IN MANAGING STAFF TURNOVER**

According to Gardner (2009:47), Neo, *et al.* (2006:223), Cabrera and Cabrera (2005:145) and Erasmus, Loedolff, Mda and Nel (2006:368), businesses can improve their ability to attract, retain and improve productivity by applying the following five-step **in** managing staff turnover:

- P** - Provide a positive working environment;
- R** - Recognize, reward and reinforce the right behaviour;
- I** - Involve and engage;
- D** - Develop skills and potential; and
- E** - Evaluate and measure.

### **STEP1 PROVIDE A POSITIVE WORKING ENVIRONMENT**

Introduction of progressive work environment and host of family-friendly benefits keeps their turnover rate far below the national average. Neo, *et al.* (2006:354) state that one of the main reasons employees quit is the relationship with their

first-line supervisor. The fact is many supervisors and managers are unaware of how their actions and decisions affect employee turnover. Managers need the skills, tools and knowledge to help them understand their employees' needs and be able to implement a retention plan designed to increase employee engagement in the organisation (Gardner, 2009:109).

## **STEP 2      RECOGNIZE, REWARD AND REINFORCE THE RIGHT BEHAVIOUR**

Money and benefits may attract people to the front door, but something else has to keep them from leaving the organisation. People have a basic human need to feel appreciated and proud of their work. Recognition and incentive programs help to meet those needs. A successful reward and recognition program does not have to be complicated or expensive to be effective. This builds a stronger team, unity, and improves communication within the company (Gardner, 2009:109).

Creative non-monetary reward and recognition programs can be powerful tools. Increasingly, companies are using informal methods for rewarding staff while financial compensation is becoming less of a norm for recognising employee accomplishments. The most important part of any informal reward and recognition system is that it is linked to organisational values and that it is given personally from management (Erasmus, *et al.*, 2006:368).

According to Erasmus, *et al.* (2006:369), reward systems that are person-based are proving to be effective especially when recognition is linked to personal desires or needs such as:

- Time off;
- Flexible work hours;
- Job-sharing;
- Office space; and
- Home office.

Offering things like competitive salaries, profit sharing, bonus programs, pension and health plans, paid time off, and tuition reimbursement sends a powerful message to employees about their importance at the organisation. The rewards given to employees must be meaningful in order to attract their perception of the organisation and therefore have a marked influence on its retention efforts. Moreover, if an organisation promises a reward, it should keep that promise (Allen, *et al.*, 2007:36).

### **STEP 3      INVOLVE AND ENGAGE**

Gardner (2009:210) states people may show up for work, but are they engaged and productive? People are more committed and engaged when they can contribute their ideas and suggestions. This gives them a sense of ownership. The Sony Corporation is known for its ability to create and manufacture new and innovative products. In order to foster the exchange of ideas within departments, they sponsor an annual Idea Exposition. During the exposition, scientists and engineers display projects and ideas they are working on (Erasmus, *et al.*, 2003:374).

### **STEP 4      DEVELOP SKILLS AND POTENTIAL**

For most people, career opportunities are just as important as the money they

make. In a study by Nel, *et al.* (2004:328), more than 40 percent of the respondents said they would consider leaving their present employer for another job with the same benefits if that job provided better career development and greater challenges.

According to Cabrera and Cabrera (2005:148), Deloitte is listed as one of the Top 100 Best Places to Work. In their study they discovered several years ago that they were losing talented people to other companies. They conducted exit surveys and found 70 percent of those employees who left to take new jobs and careers outside the company, could have found the same jobs and careers within Deloitte. As a result they created career connections, an intranet-based development and career coaching program for all employees of Deloitte (Cabrera and Cabrera, 2005:148). Gardner (2009:213) states that skilled people will not remain in a job if they see no future in their position. To eliminate the feeling of being in a dead-end job, every position should have an individual development plan.

## **STEP 5      EVALUATE AND MEASURE**

Continuous evaluation and never-ending improvement is the final step of the **PRIDE** system. The primary purpose of evaluation is to measure progress and determine what satisfies and dissatisfies organisational workforce. The evaluation process includes the measurement of attitudes, morale, turnover and the engagement level of the workforce (Gardner, 2009:213).

## **2.7 EFFECTIVE METHODS TO REDUCE STAFF TURNOVER**

According to authors in the field of study, the following are some of effective methods of reducing staff turnover rate:

### **2.7.1 TRAINING AS EFFECTIVE METHODS TO REDUCE STAFF TURNOVER**

Training employees reinforces their sense of value. Through training, employers help employees achieve goals and ensure they have a solid understanding of their job requirements (Van Tiem, Moseley and Dessinger, 2003:130).

### **2.7.2 MENTORING PROGRAM**

A mentoring program integrated with a goal-oriented feedback system provides a structured mechanism for developing strong relationships within an organisation and is a solid foundation for employee retention and growth. With a mentoring program, an organisation pairs someone more experienced in a discipline with someone less experienced in a similar area, with the goal to develop specific competencies, provide performance feedback and design an individualised career development plan (Zeil and Antoinette, 2003:243).

### **2.7.3 FEEDBACK TO EMPLOYEES**

It is important for companies to give feedback and coaching to employees so that their efforts stay aligned with the goals of the company and meet expectations. During an employee's first few weeks on the job, an employer should provide intensive feedback. Employers should also provide formal and informal feedback to employees throughout the year (Nel, *et al.*, 2004:243). According to Johns and Saks (2007:190), today's workplace requires that criticism must come with support and a sense that the company is there to assist the employee in achieving and attaining success. Proved time and again, even the most average employees are likely to raise their quality standards if they are encouraged through constructive, open reviews. Management should always recognize successes and never berate an employee who works hard but whose work lacks company standards. In fact, these individuals are often the most open to suggestions of improvement and are ready to be molded into the most ideal of employees (Johns and Saks, 2007:190).

### **2.7.4 INSTILL A POSITIVE CULTURE**

A company should establish a series of values as the basis for culture such as honesty, excellence, attitude, respect, and teamwork. A company that creates the right culture will have an advantage when it comes to attracting and keeping good employees (Martin, 2003:211).

### **2.7.5            ENCOURAGE REFERRALS AND RECRUIT FROM WITHIN THE ORGANISATION**

Having current employees offer referrals could help minimise confusion of job expectations. Current employees can realistically describe a position and the environment to the individual he/she is referring. Another way an employer can lessen the impact of staff turnover is to hire from within, since current employees have already discovered that they are a good fit in the organisation (Del Val and Fuentes, 2003:155).

### **2.7.6            MAKE EMPLOYEES FEEL VALUED**

According to Carrel, *et al.* (2000:356), employees will go the extra mile if they feel responsible for the results of their work, have a sense of worth in their jobs, believe their jobs make good use of their skills and receive recognition for their contributions. Employees should be rewarded at a high level to motivate even higher performance. The use of cash payouts could be used for on-the-spot recognition. These rewards have terrific motivational power, especially when given as soon as possible after the achievement. It is important for employers to say thank you to employees for their efforts and find different ways to recognise them. Even something as simple as a free lunch can go a long way towards making employees feel valued. Listen to employees and ask for their input as to what rewards might work best to the organisation. Conduct meetings and surveys to enable employees to share their input. Most team members will work harder to carry out a decision that they have helped to influence (Hopkins, 2005:74).

### **2.7.7 FOSTER TRUST AND CONFIDENCE IN SENIOR LEADERS**

Develop strong relationships with employees from the start to build trust. Employees have to believe that upper management is competent and that the organisation will be successful (Allen, *et al.*, 2007:37). An employer has to be able to inspire this confidence and make decisions that reinforce it. An employer cannot say one thing and do another. For example, an employer should not talk about quality and then push employees to do more work in less time. In addition, employers need to engage and inspire employees by enacting policies that show they trust them, such as getting rid of authoritarian style of management (Brief, 2008:41).

### **2.8 IMPACT OF MOTIVATION ON STAFF TURNOVER**

Nel, *et al.* (2004:310) define motivation “as the force that makes us do things; this is a result of our individual needs being satisfied (or met) so that one has inspiration to complete the task”. Bittel and Newstrom (2002:67), state that these needs vary from person to person as everybody has their individual needs to motivate themselves. They may further determine the effort they put into their work and therefore increase the standard of output.

Harrison and Kessels (2004:148) state that a motivated person is always aware of the fact that a specific goal must be achieved and continuously direct his/her efforts at achieving that goal, even in the face of adversity. According to Herzberg, *et al.* (2002:351), the quality of work and the output of a motivated person are very good. But if employees work only for the sake of money and not

having the love of the organisation at heart, then the quality of work is often compromised.

When discussing Herzberg's theory, Smit and Cronje (2003:265), point out that "the theory makes some valid recommendations for managers. First managers should eliminate dissatisfaction, ensuring that pay, working conditions and company policies, are appropriate". Swanepoel, *et al.* (2003:211), state that motivation is also affected by the quality of leadership in an organisation; therefore the selection, training and market development of effective leaders should be part of the strategy. Ziel and Antoinette (2003:313), state that the work stations need to be ergonomically designed, either a comfortable chair that is of the proper height and distance from the frequently used equipment like a computer and telephone. The type of management also contributes a lot into making the work place unbearable by not providing conducive working conditions. This can also lead to staff turnover in an organisation.

According to Nel, *et al.* (2004:308), to safeguard this relationship of performance and motivation which benefits the organisation and the employees. Thus, the organisation must provide the following (Nel, *et al.*, 2004:308):

- Accurate evaluation: Management must develop a system of accurate performance appraisal in order to identify those employees who are outstanding, average and poor performers.
- Performance rewards: Management should identify which rewards relate to performance levels and tell employees that pay, increased benefits, change in hours or working condition or recognition will be directly related to high performance.

- Supervisor's feedback: Supervisor must give complete and accurate feedback to employees when appraising their performances. Employees must be told what they are doing well and which performance area needs improvement.

## **2.9 THE IMPACT OF ORGANISATIONAL SIZE ON STAFF TURNOVER**

Kirschenbaum and Weisberg (2002:338) state that organisational size impacts on staff turnover primarily through wage rates but also through career progression paths. Martin (2003:96) looked at the effect of unions on labour turnover and found clear evidence that unionism is associated with lower employee turnover. He suggested that lower turnover is a result of the ability of unions to secure better working conditions thus increasing the job attractiveness for workers to stay. A study by Ziel and Antoinette (2003:319) of 477 employees in 15 firms, examined employees' choices as part of employee turnover process. One of their main findings was that co-workers' intentions to leave had a major significant impact on employee turnover. The researchers suggested that a feeling about co-workers' intentions to change jobs acts as a form of social pressure or justification on the employee to make a move (Van Tiem, *et al.*, 2003:53).

## **2.10 IMPACT OF ORGANISATIONAL EFFECTIVENESS**

Organisational effectiveness is the concept of how effective an organisation is in achieving the outcomes the organisation intends to produce. According to Cohen

(2000:47), organisational effectiveness captures organisational performance plus the plethora of internal performance outcomes normally associated with more efficient or effective operations and other external measures that relate to considerations that are broader than those simply associated with economic valuation (either by shareholders, managers or customers), such as corporate social responsibility. Mathis and Jackson (2007:101) state that organisational effectiveness is also dependent on its communicative competence and ethics. The relationship between these two variables are simultaneous. However, there are other variables that impact on organisational effectiveness.

Park (2003:123) states that organisational effectiveness serves as a gateway to training, development and consulting resources that build organisational capacity, increase individual capabilities and promote a culture of excellence through strong leadership. The division collaborates with institutional stakeholders to strategically and systemically address the organisational mission and goals. Organisational effectiveness represents a desirable attribute in organisations. According to Mathis and Jackson (2007:58), effectiveness could be defined as the degree to which the organisation realizes its goals.

According to Cohen (2000:50), organisational effectiveness is the extent to which an organisation, given certain resources and means, achieves its objectives without placing undue strain on its members. According to Mobley, Griffeth, Hand and Meglino (2001:493), effectiveness is the ability of an organisation to mobilize its centres of power for action-producing and adaptation. Effectiveness of an organisation can be seen in terms of survival of the organisation.

## **2.11 FACTORS AFFECTING ORGANISATIONAL EFFECTIVENESS**

The following are some of the factors affecting organisational effectiveness as described by various authors:

### **2.11.1 POOR SERVICE DELIVERY AFFECTS ORGANISATIONAL EFFECTIVENESS**

According to Martin (2003:303), providing levels of service that fall short of customer expectations carries the risk that customers will take their business elsewhere. Dlamini-Zuma (2009:06) states that poor service delivery will cause customers to move to another nearest province for better services which will lead to ineffectiveness of the Department of Home Affairs in the Eastern Cape. This may lead to closure of the department because there are few people who visit the department to get services. It is well documented that there is a great deal of customer inertia when it comes to changing financial service providers. Mapisa-Nqakula (2007:03) states that customers may well accept service standards that fall short of their expectations in one or two areas if they feel that the rest of the service they receive meets or exceeds their requirements. Dlamini-Zuma (2009:06) states that the Department of Home Affairs seem to fall prey to the levels of service expected by the customers as evidenced by the long queues and complaints, demonstrations and at times corruption.

Mathis and Jackson (2007:16) state that the most important factor to consider is the level (or standard) at which the service is provided. The choice of the level of a particular service is influenced by affordability as well as community needs. Park (2003:123) states that when an organisation makes decisions about the

level of services, then they should seriously consider the long-term viability of providing a service at that level.

#### **2.11.2 HOW A BACKLOG OF INFRASTRUCTURE AFFECTS ORGANISATIONAL EFFECTIVENESS**

Dlamini-Zuma (2009:06) states that the backlog in infrastructure in South Africa is immense. Meeting this backlog requires large capital inputs from government, business and uses institutional developments, training and technology development. Most government departments have insufficient resources to operate and maintain infrastructure. The provision of new infrastructure and inadequate maintenance to existing schemes can result in services failing and therefore increasing the backlog. Poor infrastructure, due to lack of maintenance, impacts negatively on the community as residents have to move to other provinces. According to Mapisa-Nqakula (2007:03), the Department of Home Affairs is no exception to this. Some officers operate without telephone extensions. The fax machine is defunct most of the time making it very difficult to relay important information at any given time. Most employees share offices and they are often crowded making it difficult to effectively deliver quality service (Tapcott, 2007:21).

#### **2.11.3 LACK OF FUNDS AFFECTS ORGANISATIONAL EFFECTIVENESS**

The obligation of public organisations to render services is mainly constrained by its limited financial resources (Van Tiem, *et al.*, 2003:155). According to Kirschenbaum and Weisberg (2002:317), all levels of the government require

finance to carry out their duties. In the same vein, the Department Home Affairs in Eastern Cape, judging by its very nature of heavy workloads and targets, requires large amount of funding in order to meet their daily obligations. Mapisa-Nqakula (2007:03) states that it becomes highly questionable in instances where some of the Department of Home Affairs return money to the national government at the end of a financial year as the funds were not utilised. Kreitner and Kinicki (2007) argue that the ability of the institution to provide certain services to the public is determined to a large extent by the availability of resources. An institution's resource, thus regulate its internal functioning. Tapcott (2007:23) stresses that an organisation must strive, within its financial and administrative capacity, to achieve its objectives and organisational effectiveness.

## **2.12 IMPACT OF PERFORMANCE MANAGEMENT ON EMPLOYEE PERFORMANCE**

Performance management includes activities to ensure that goals are consistently being met in an effective and efficient manner. Performance management can focus on performance of employee (Robbins, 2003:63). According to Smit and Cronje (2003:196), employee performance management is a process for establishing a shared workforce understanding about what is to be achieved at an organisation level. It is about aligning the organisational objectives with the employees' agreed measures or targets, skills, competency requirements, development plans and the delivery of results (Steers, 2002:132). The emphasis is on improvement, learning and development in order to achieve the overall business strategy and to create a high performance workforce. Robbins (2003) states that organisations used performance management to drive behaviours from the employees to get specific outcomes. In practice this worked well for certain employees who were solely driven by financial rewards. However,

where employees were driven by learning and development of their skills, it failed miserably (Grobler, *et al.*, 2002:158).

According to Hopkins (2005:80) many of the old performance appraisal methods have been absorbed into the concept of performance management, which aims to be a more extensive and a comprehensive process of management. Some of the developments that have shaped performance management in recent years are the differentiation of employees or talent management, management by objectives and constant monitoring and review (Swanepoel, *et al.*, 2003:200).

### **2.13 MANAGING DAY-TO-DAY EMPLOYEE PERFORMANCE IN THE ORGANISATION**

George and Jones (2002:197) state that managing employee performance every day is the key to an effective performance management system. Setting goals, making sure the expectations are clear, and providing frequent feedback help people perform more effectively. According to Habeck, *et al.* (2000:27), the following helps in the management of day to day employee performance:

- Progressive discipline

Progressive discipline is a process for dealing with job-related behaviour that does not meet expected and communicated performance standards. The primary purpose for progressive discipline is to assist the employee to understand that a performance problem or opportunity for improvement exists.

- Clear performance expectations in team building

Habeck, *et al.* (2000:27) state that clear performance expectations are a critical factor in teamwork success. The employee's goal is to develop a project team, departmental team, or a sense of teamwork company-wide with clear performance expectations to support teamwork success.

**TABLE 2.1 FACTORS INFLUENCING INDIVIDUAL PERFORMANCE**

| <b>Relating to the individual</b> | <b>Relating to the organisation</b> |
|-----------------------------------|-------------------------------------|
| Commitment to the organisation    | Leadership                          |
| Selection                         | Structure of working units          |
| Personality                       | Systems and procedures              |
| Attitude                          | Enabling support                    |
| Skills                            | Empowerment                         |
| Ability                           | Opportunity to perform              |
| Knowledge                         | Job design                          |
| Being there (not being absent)    | Rewards (pay and benefits)          |
| Motivation                        |                                     |
| Energy level                      |                                     |

Source: Kreitner, R. and Kinicki, A. (2007:271). Adapted.

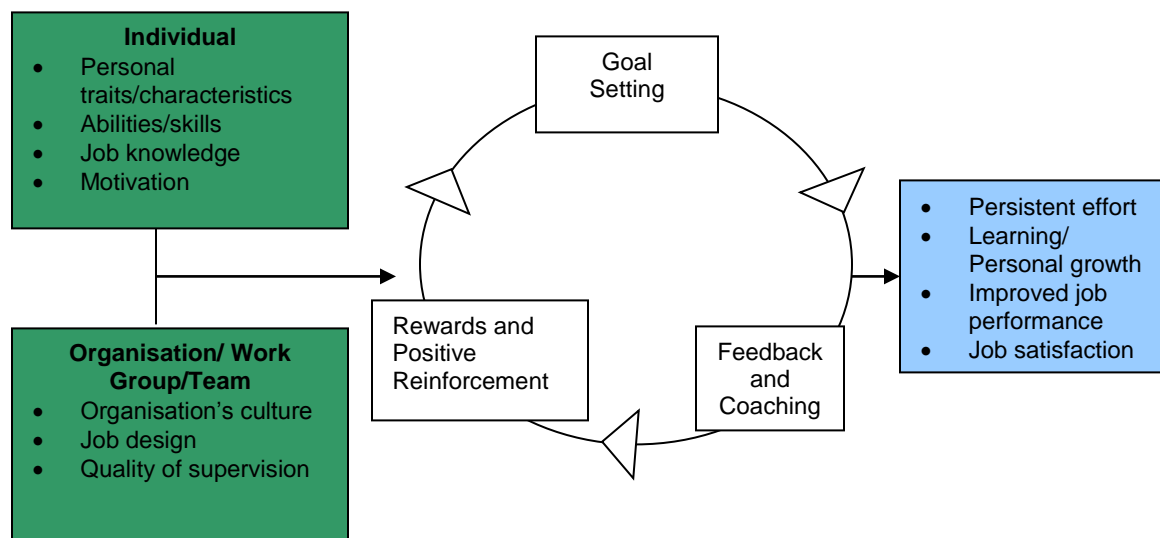
According to Table 2.1, Kreitner and Kinicki (2007:271) add that an organisation's structure, culture and leadership skills can also hinder or facilitate a worker's performance. In a major changing environment, an organisation's structure is likely to change and probable cultural clashes can be expected (Martin, 2003:304). This uncertainty and vagueness may impact on the workers and in turn negative reactions can be anticipated. The key to successful

performance management is to retain good workers and simultaneously increase their work output. According to Crow and Hartman (2007:34), managers improve work performance with goal setting, monitoring and evaluating, providing feedback and coaching and continuously rewarding employees.

## 2.14 IMPROVING EMPLOYEE PERFORMANCE IN THE ORGANISATION

Although it may be challenging to improve worker performance and reduce staff turnover, Crow and Hartman (2007:31), suggest that management should at least focus on the tangible aspects of work that create frustration and distract employees from the duties at hand. These aspects may include pay inequities, abusive supervision, favouritism, poor working conditions and poor communications. Kreitner and Kinicki (2007:272) propose the following model (Figure 2.1) to improve individual worker performance.

**FIGURE 2.1 IMPROVING INDIVIDUAL JOB PERFORMANCE**



Source: Kreitner, R. and Kinicki, A. (2007:275). Adapted.

As highlighted in Figure 2.1, it is imperative to set clearly defined goals that are reasonable, attainable and fair. Feedback is objective information about the worker's performance. If an employee lacks skills in a certain area, management may propose appropriate coaching in order to improve their performance. A good rewards system should also be in place in order to foster personal growth and development. Positive reinforcement strengthens behaviour by continuously presenting something positive. If the above model (Figure 2.1) is implemented and exercised, it is likely to result in increased employee performance (Kreitner and Kinicki, 2007:275).

## **2.15 TYPES OF EMPLOYEE PERFORMANCE**

According to Mobley, *et al.* (2001:498), employee performance is generally divided into two conceptually distinct components, namely, contextual performance and task performance. Contextual performance is characterised by activities that employees are not necessarily contracted to perform, but which are necessary for the achievement of organisational goals such as demonstrating effort or assisting others. Heizer and Render (2006:102), state that task performance refers to employees' actual performance on specific job-related activities. Task performance differs greatly between jobs and is assessed by means of performance evaluation systems. Behaviours associated with task performance include the transforming of raw materials into goods and services, the distribution of products and the coordination and supervision of activities (Mathis and Jackson, 2007:175). Task performance is therefore cognitive based, whereas contextual performance is dispositional or personality based. Employee performance therefore requires ongoing contact with each employee, regular feedback, coaching, counselling and training (Ziel and Antoinette, 2003:91).

## **2.16 INFLUENCING EMPLOYEE PERFORMANCE**

Mobley, *et al.* (2001:401) suggests that the positive influence of managers may be conveyed through positive responses to others, through modelling behaviour and to some extent, through corrective processes. Positive response means enhancing motivation and morale by responding positively to employees' problems. Smit and Cronje (2003:153) state that positive response begins with the manager exhibiting an attitude of politeness, pleasantness and patience. The manager who takes his job seriously, observing all time requirements and deadlines, rigorously observing the organisation's policies and dealing with others openly, honestly and politely, provides the employees with an appropriate model of behaviour (Crow and Hartman, 2007:37).

## **2.17 ADDRESSING OBSTACLES TO EMPLOYEE PERFORMANCE**

Mouton (2001:50) states that a significant part of managing employee performance involves addressing the obstacles which can hinder the achievement of desired performance. Obstacles or barriers can frustrate employees and reduce their willingness and even their ability to perform. Obstacles can arise in a wide variety of forms, but most common are obstacles presented by physical circumstances and those presented by the organisation and management. The most prominent physical circumstances affecting performance are problems presented by inadequate equipment, shortage of appropriate materials or supplies and inefficient layout or insufficient space in which to function effectively (Heizer and Render, 2006:63). Martin (2003:133) states that any worker is likely to fall into a pattern of performance, a particular combination of steps leading to the completion of work. George and Jones (2002:167) state that if a manager is to improve and manage employee performance, it is necessary to implement change in the employee's work

patterns. Any particular work pattern that may have been fully appropriate when established can readily suffer diminished efficiency because new or different equipment is introduced (Falkenburg and Schyns, 2007:710).

## **2.18 SPECIFICATION OF EMPLOYEE PERFORMANCE EXPECTATIONS**

Neo, *et al.* (2006:279) suggest that it is important to have reasonable performance expectations for employees to fulfil. For each task that has to be done, an employee needs to know what output is expected to result from the performance of the task, how this output is to be measured and what standards are to be applied in assessing the output. It is therefore fundamental to set out the appropriate specification of expectations. According to Nel, *et al.* (2004:295), some of these expectations can be informed as follows:

- What levels of quantity, quality and timeliness are required?
- This may include some designation of the amount of work to be accomplished per hour or per day or some other period, timelines designating reasonable deadlines for task completion, and indicators of quality such as error rate, percentage of waste or retests.
- What standards are applied in assessing output (i.e. what constitutes acceptable performance)?

## **2.19 UNDERSTANDING EMPLOYEE REASONS FOR LEAVING**

Luthans (2002:425) state that it is unrealistic to think that good people can be trapped. So, when people do leave it is important to know why and adjust hiring profiles, policies and practices within the company to address the concerns. A structured exit interview program can play an integral role in employee retention. It is worthy to note that it is important to learn from the information gleaned in these interviews. By not paying attention to the results, staff turnover will continue for the same reasons. Human resource managers are an objective resource encourages employees to act more openly and honestly with their answers. It also assists in the collation, reporting and analysis of interview results more efficiently than manual efforts (Hope, 2003:116). The information collated from these interviews is excellent for developing and adjusting job profiles and refining the position for the next candidate further improving the chances of retention. As managers create company's exit interview questionnaire, it is important to strike the right balance between the need for information and survey length.

According to Booth and Hamer (2007:305), there are five key guidelines that should be kept in mind to ensure that the end result is useful in an effective survey:

- Do not focus solely on the employee's reasons for leaving but also on the employee's attitudes and experiences that identify the issues and concerns which may not surface when asking about reasons for leaving.
- Ensure that there is more than one way for employees to express their reasons for leaving including several open-ended questions for them to

include their own comments to get a full perspective on their decision to leave.

- Incorporate key behavioural measures such as the employee's satisfaction with the job itself, how well the employee's job responsibilities were defined, perceived opportunities for advancement and the employee's perspective on the amount of training, feedback and recognition received.
- Recognise that exit interview practices need to be implemented consistently and in such a way that encourage employees to share their opinions honestly.
- Incorporate the ability to examine results not only on the basis of individual results but for the organisation as a whole (Booth and Hamer, 2007:301).

Implementing regular employee surveys allow employers to take the perception of employees and gauge a company's culture and mood. The results will allow organizational leaders to anticipate issues in advance of staff turnover intentions. Collecting survey data and understanding concerns is only the first step. Managers need to craft and implement policies that meet employee concerns head-on (Del Val and Fuentes, 2003:147).

## **2.20 CONCLUSION**

This chapter has highlighted in the literature review that staff turnover may cause serious problems in the effectiveness of the organisation if it is not addressed by management. Remuneration is one of the key factors affecting staff turnover. If employees are not satisfied with what they are paid, they normally leave to seek

greener pastures. Employees need to be appraised in order to rate their performance and improve competence. Job dissatisfaction leads to an increase number of staff turnover and it contributes to work overload to the remaining staff members. The next chapter explains the research methodology and design.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY AND DESIGN**

#### **3.1 INTRODUCTION**

This chapter provides research methodology that was used to collect data for the study. Other areas to be covered included data collection and administration of the questionnaire, pilot study, data analysis and validity and reliability (Lee, Lee and Yoo, 2000:56). The Statistical Package for Social Sciences (SPSS) version 15 for Windows was used to analyse the data. The study adopted the quantitative research design. In order to determine the impact of staff turnover on organisational effectiveness and employee performance, structured close ended questionnaires were used to collect the data. Since the target population only comprised of 100 employees, the survey method was used. Therefore, no sampling technique was used to select any sample. A high response rate of 98% was obtained using the personal method for data collection.

#### **3.2 RESEARCH DESIGN**

There are two general approaches for a research design that are widely recognised, namely, qualitative research and quantitative research (Saunders, *et al.*, 2003:97). The quantitative method was used in this research so that relevant and accurate information could be obtained. According to Sekaran (2003:87), qualitative research is conducted in a natural setting and involves a process of building a complex and holistic picture of the phenomenon of interest. Quantitative research, on the other hand, is an inquiry into an identified problem, based on testing a theory, measured with numbers and analysed using statistical

techniques. This type of research has as its goal the understanding of a social or human problem from multiple perspectives. According to Hussey and Collis (2007:56), the quantitative method involves the use of numerical measurements and statistical analysis of measurements to examine social phenomena.

### **3.3 RATIONALE FOR SELECTING THE QUANTITATIVE METHOD**

The purpose of using this approach was to evaluate objective data consisting of numbers with the aim of achieving high levels of reliability in terms of data analysis. In line with the quantitative approach decided upon, a structured questionnaire was also administered to all the target respondents. According to Dane (2000:88), quantitative methods include reviewing a substantial amount of literature in order to provide direction for the research questions. Quantitative research is based on attempts to apply the methods to facilitate data analysis. Its strength is that it provides data that are easily quantifiable and based on reasonably objective evidence that lends itself to rigorous analysis. Moreover, results can be reduced to numerical statistics and interpreted in short statements (Saunders, *et al.*, 2003:98). A standard structured questionnaire (Annexure E) was administered to all the target respondents in order to determine the perceptions of employees about the impact of staff turnover on organisational effectiveness and employee performance (Saunders, *et al.*, 2009:23).

### **3.4 RESEARCH STRATEGY**

Krishnaswami and Ranganatham (2007:45) point out that the quality of a research project depends, among the other things, upon the suitability of the

method selected for it. For this reason care should be taken in selecting the appropriate method of research for any project. According to Bhattacharyya (2003:107), a survey is a fact finding study and it is a method of research involved in the gathering of data directly from a population or a sample thereof at a particular time. This data can be collected by a variety of ways and they include observation or interviewing or use of questionnaires. Structured close ended questionnaires are a reasonably reliable tool for gathering data from large, diverse, varied and scattered social groups. It comprises a list of questions sent to a number of respondents for their answers and which obtains results that can be tabulated and tested statistically (Shajahan, 2004:86). McBurney (2001:96) states that to attain the research objectives the researcher should employ a quantitative design that enabled the research to be executed as efficiently as possible yielding maximum information with minimal expenditure of effort, time and money.

### **3.5 PRIMARY DATA COLLECTION**

According to Saunders, Lewis and Thornhill (2009:280), the two most commonly used primary data collection methods are the questionnaire and the interview. All research is generally concerned with obtaining answers to questions. Questionnaire and interview are data collection instruments that enable the researcher to pose questions to subjects in his/her search for answers to the research questions. Both questionnaire and interviews have distinct features that have a bearing on the correct and appropriate use of each for specific data collection purposes. Primary sources using structured close ended questions are the first occurrence as a point of departure for the empirical investigation. The primary data that was used in this research was structured close ended questionnaire (Annexure E). When the researcher knows exactly what is required

and how to measure the variables of interest, a questionnaire is an efficient data collation mechanism (Sekaran, 2003:89).

### **3.6 SECONDARY DATA COLLECTION**

According to Hussey and Collis (2007:198), secondary data, is data collected by the researcher in the field of study. Secondary data analysis saves time that would otherwise be spent collecting data. A clear benefit of using secondary data is that much of the background work needed has already been carried out, for example: literature reviews, case studies, published texts, the internet and accredited journals. Secondary data is the data that is already available from other sources. Such data are cheaper and more quickly obtainable than the primary data (Sekaran, 2003:75). According to Hussey and Collis (2007:199), the following are advantages of secondary data:

- It is economical;
- It saves efforts / and expenses;
- It is time saving;
- It helps to make primary data collection more specific and is in line with the secondary data;
- It helps to improve the understanding of the problem; and
- It provides a basis for comparison for the data that is collected by the researcher.

### **3.7 TARGET POPULATION**

According to Saunders, *et al.* (2003: 76), a population is the full group of potential participants to whom the researcher wants to conduct the research for the study. The target population comprised of all employees working at Department of

Home Affairs in the Eastern Cape at Mount Frere region. The total population of employees at Department of Home Affairs in Eastern Cape at Mount Frere offices were 100 employees. The source list of the total number of employees in the Department of Home Affairs in Mount Frere was obtained from the Human Resources Department. This population was familiar with the operation of the organisation and were able to give the researcher more information about the impact of staff turnover on organisational effectiveness and employee performance through the structured questionnaires that were administered.

### **3.8 JUSTIFICATION OF USING THE SURVEY METHOD**

According to Sekaran (2003:67), the survey method allows the collection of significant amount of data in an economical and efficient manner. Because the target population was only 100 employees, the researcher felt that there was no need to select a sample. Therefore, the survey method was used to administer the questionnaires to all 100 employees at Department of Home Affairs in Eastern Cape Province.

### **3.9 THE ADMINISTRATION OF QUESTIONNAIRES**

Before the administration of questionnaire, a letter requesting permission to conduct the research was requested from the Department of Home Affairs in Eastern Cape Province (Annexure A). The approval from the Department of Home Affairs was received by the researcher (Annexure B). Thereafter, the researcher attached a covering letter (Annexure C) to the questionnaire and requested the respondents to participate in this study. The letters for participation from respondents were received by the researcher before distribution of

questionnaires (Annexure D). The questionnaires (Annexure E) were distributed by the researcher using the personal method. The researcher asked all respondents to return the completed questionnaires after a week (Annexure E). After two weeks the researcher personally collected most of the questionnaires from the participants. The researcher did not manage to get the other two questionnaires because two employees were absent in the final collection of questionnaire. The completed questionnaires from the target population of 100 respondents was collected using the personal method for data collection. The response rate of 98% was high as the researcher personally administered the questionnaires.

### **3.10 QUESTIONNAIRE CONSTRUCTION**

Data was collected using a structured close ended precoded questionnaire. Questionnaires are data collection instruments that enable the researcher to pose questions to subjects in his/her search for answers to the research questions. Saunders, *et al.* (2003:75), maintain that it is generally good practice not to rely solely on questionnaire data but to use the questionnaire in conjunction with at least one other data collection instrument. The questionnaire (Annexure E) was structured in a 5 point Likert scale format. A highly structured question format allows for the use of closed questions that require the respondent to choose from a predetermined set of responses or scale points. Blumberg, Cooper and Schindler (2005:61) state that a Likert scale format on the other hand, involves the use of special rating scale that asks respondents to indicate the extent to which they agree or disagree with a series of mental belief of the statements about a given subject (strongly agree, agree, neutral, disagree and strongly disagree). The 5 point Likert scale was chosen because it facilitates robust statistical analysis.

### **3.10.1 ADVANTAGES OF USING A QUESTIONNAIRE**

According to Walliam (2006:43), questionnaires have advantages over some other types of surveys because they are cheap, do not require as much effort from the researcher as verbal or telephone surveys, and often have standardized answers that make it simple to compile the questions. Questionnaire permits a respondent a sufficient amount of time to consider answers before responding (Sekaran, 2003:69).

### **3.11 CHARACTERISTICS OF A GOOD QUESTIONNAIRE**

According to Zikmund (2003:196), the following are the characteristics of a good questionnaire:

- Covers a significant topic;
- Design to achieve objectives;
- Only seeks information that is not obtainable;
- Short as possible, clear and easy to complete;
- Attractive, neat and easy to duplicate;
- Clear directions, define important terms; and
- Avoid asking double barreled questions.

### **3.12 VALIDITY OF THE QUESTIONNAIRE**

Blumberg, *et al.* (2005:56) defines validity as the extent to which a measuring instrument satisfies the purpose for which it was constructed. It also refers to the

extent to which it correlates with some criterion external to the instrument itself. Validity is the degree to which an instrument succeeds in measuring what it has set out to measure. The validity of the research questionnaire determines whether the research measures what it is supposed to measure (Saunders, *et al.*, 2009:95). Basic to the validity of a questionnaire is asking the right questions phrased in the least ambiguous way. In other words, do the items measure significant aspects of the purpose of the investigation? Terms must be clearly defined so that they have the same meaning to all respondents (Cohen and Marion, 2003:27). Researchers can never guarantee that an educational or psychological measuring instrument measures precisely and dependably what it is intended to measure (Norval, 2006:10). Shajahan (2004:89) states that validity has an indispensable characteristic of measuring devices. Sekaran (2003:68) distinguishes between three different types of validity:

- Content validity, where the content and cognitive processes included can be measured. Topics, skills and abilities should be prepared and items from each category randomly drawn.
- Criterion validity, which refers to the relationship between scores on a measuring instrument and an independent variable (criterion) believed to measure directly the behaviour of the characteristics in question. The criterion should be relevant, reliable and free from bias and contamination.
- Construct validity, where the extent to which the test measures a specific trait or construct is concerned, for example, intelligence, reasoning, ability and attitudes.
- Face validity, indicates that the items that are believed to measure a concept, on the face of it, must appear to be measuring the items.

According to Ekinici and Riley (2000:71), the validity of a questionnaire indicates how worthwhile a measure is likely to be in a given situation. Validity shows whether the instrument is reflecting the true results, or at least something approximating the truth. A valid research instrument is one that has demonstrated that it detects some real ability, attitude or prevailing situation that the researcher can identify and characterise. If the ability or attitude is itself stable and if a respondent's answer to the items is not affected by other unpredictable factors, then each item of the instrument should yield essentially the same results (Sarantakos, 2000:53).

### **3.13 RELIABILITY OF THE QUESTIONNAIRE**

According to Trochim (2006:109), reliability of the measuring instrument addresses the question of whether the results of the measuring processes are consistent on occasions when they should be consistent. Burns and Bush (2010:73) state that reliability is a statistical concept and is related to consistency and dependability, that is, consistency in obtaining the same relative answer when measuring phenomena that have not changed. According to Norval (2006:13), questionnaires have a very limited purpose. The questionnaires are often one-time data gathering methods with a very short life, administered to a limited population. According to Blumberg, *et al.* (2005:84), the types of reliability include the following:

- Test-retest reliability (coefficient of stability). Consistency is estimated by comparing two or more repeated questions of the measuring instruments. This gives an indication of the dependability of the result on one occasion which may then be compared with the results obtained on another occasion.

- Internal consistency reliability. This indicates how well the test items measure the same thing.

### **3.14 PILOT STUDY**

According to Saunders, *et al.* (2009:212), the purpose of a pilot test is to refine the questions on the questionnaire in order to ensure that there is no ambiguity or bias so that the measuring instrument is fine tuned for data collection. For the purpose of this study, 10 respondents participated in this study and there were randomly selected to test the questionnaire so that the necessary revisions were made before administration of the questionnaire to the target respondents. The respondents did not include those in the target population of 100 elements. Question 1.1, 2.6 and 3.2 had a degree of ambiguity; hence, they were corrected by the researcher.

According to Bhattacharyya (2003:65), one of the biggest errors in any research is the omission of the pilot study, as researchers always rush to get into the main inquiry. McBurney (2001:87) states that this error must be avoided as the pilot study increases the precision of a research project. In addition, Sarantakos (2000:106) contends that the researcher should be satisfied that the procedures are effective and free from errors and are reliable and valid. For the successful completion of a sound research project, a pilot study is mandatory (De Vos, *et al.*, 2007). According to Burns and Bush (2010:210), the entire procedure and instrument must be open for criticism and comments by the random participants and the input by the respondents must be considered when amending the questionnaire for the main enquiry.

Zikmund (2003:17) found that pilot studies accumulate data from the ultimate subjects of the research project to serve as a guide for the larger study. Once a *modus operandi* has been developed, a pilot study should be conducted to find the flaws in the procedure. The procedure of a pilot study is priceless and is an aid to careful research (Cohen and Marion, 2003:109). According to Blumberg, *et al.* (2005:67), the pilot study of the questionnaire for this research was undertaken with the following aims:

- To determine if the proposed data analysis techniques could expose any potential problems;
- To authenticate if the research procedure was realistic and workable for this study; and
- To check the elimination of any ambiguities that may cause statements and instructions that may be confusing in the questionnaire.

### **3.15 DATA COLLECTION METHODS**

The researcher hand delivered questionnaires to the participants using the personal method for data collection. According to De Vos, *et al.* (2007:154), when using the personal method, a questionnaire is handed to the respondent who will complete it in his own time, but the researcher is available in case problems are experienced. According to De Vos, *et al.* (2007:168), when using the personal method, the researcher distributes questionnaires by hand, so that respondents can complete them immediately and collect them. Respondents were asked to return all questionnaires within two weeks.

### **3.16 FORMULATION OF HYPOTHESES**

Several hypotheses were formulated, using Statistical Package for Social Sciences (SPSS) version 15 for Windows, to test for significance in the empirical analysis. These will be discussed further in chapter 4.

**Ho1** There is a significant relationship between staff turnover and organisational effectiveness.

**Ho2** There is a significant relationship between staff turnover and employee's performance.

**Ho3** There is a significant relationship between employee's performance and organisational effectiveness.

**Ho4** There is a significant relationship between ways to reduce staff turnover and organisational effectiveness.

**Ho5** There is a significant relationship between ways to reduce staff turnover and employee's performance.

### **3.17 ANALYSIS OF DATA**

Sarantakos (2000:60) describes data analysis as data that is statistically analysed in order to determine whether the generated hypotheses have been supported. The questionnaires were collected and counted to ensure that all respondents had answered and completed the questions. The returned

questionnaires were coded and captured on the computer. The data was analysed by means of Statistical Package for the Social Sciences (SPSS) version 15 for Windows. De Vos, *et al.* (2007:169) describes data analyses as the process of bringing order, structure and meaning to the mass of collected data. The services of a statistician was used to analyse the statistical information.

### **3.18 ETHICAL CONSIDERATIONS**

The researcher complied with ethical procedures to protect the rights of the research participants, involving the principle of voluntary participation which requires that participants do not need to be coerced into participating in this research. The following ethical measures were adhered to (Sekaran, 2003:94):

- **Right of the participant**

In this study, no attempt was made to harm participants deliberately and those who could experience any form of harm be it through victimisation, emotional or otherwise, were informed in advance of their right to withdraw from participating in the study.

- **Confidentiality and anonymity**

Confidentiality means that information from participants was not going to be divulged to the public nor made available to colleagues, subordinates or superiors. In this study, all information about participants was treated with confidentiality and the participants were anonymous (Saunders, *et al.*, 2003:94). A covering letter (Annexure C) also assured respondent that all responses would be treated with utmost confidentiality and anonymity.

### **3.19 CONCLUSION**

The quantitative research design was chosen as the relevant research approach for this study. A pilot study was conducted with ten participants to test the reliability and validity of the questionnaires. The target population comprised of all employees of Department of Home Affairs in Eastern Cape Province at Mount Frere region. The survey method was used to administer the questionnaires to all 100 target respondents. A high response rate of 98% was obtained using the personal method for the questionnaire administration. The next chapter focuses on the analysis of the results and discussion of the findings.

## **CHAPTER 4**

### **ANALYSIS OF THE DATA AND DISCUSSION OF THE FINDINGS**

#### **4.1 INTRODUCTION**

This chapter focus on the presentation of data collected from the questionnaire which was distributed to the participants. The main aim of this study was to investigate the impact of staff turnover on organisational effectiveness and employee performance in the Department of Home Affairs in the Eastern Cape. The researcher is grateful for the letter of approval given by the Department of Home Affairs in the Eastern Cape Province to conduct this research (Annexure B). The personal method of data collection was used in this research. The target population of this study comprised of all the employees at the Department of Home Affairs in Eastern Cape Province. Thus, the target population totalled 100 employees. The questionnaire was structured according to a 5 point Likert-scale format. According to Saunders, *et al.* (2003:280), the questionnaire is a data collection instrument that enables the researcher to pose questions to subjects in his/her search for answers to the research questions. Due to the small number of respondents the survey method was used for this study. The questionnaire was pilot tested before the final distribution to the target respondents. The data was analysed using the Statistical Package for Social Sciences (SPSS) version 15 for Windows was used.

In this chapter, when presenting the results (Annexure E), strongly agreed and agreed responses were combined, as with strongly disagreed and disagreed responses were also combined for the percentages. Section A in this chapter deals with demographic factors and Section B deals with the analyses of the

response related to staff turnover on organisational effectiveness and employee performance. The results are presented in the form of tables. This study was quantitative in nature and out of 100 questionnaires and a high response rate of 98% was obtained. Descriptive statistics was used to analyse data in this chapter. The statistical test was conducted to test the significant relationship between variables. The service of an external statistician was used to analyse the results.

#### 4.2 SECTION A: ANALYSIS OF DEMOGRAPHIC DATA

This section analyses the demographical details of the respondents using appropriate baseline computations.

**TABLE 4.1 AGE RESPONSES FOR EACH CATEGORY (N=98)**

|     |               |            | Gender |        | Total  |
|-----|---------------|------------|--------|--------|--------|
|     |               |            | Male   | Female |        |
| Age | 18 - 25 years | Count      | 12     | 18     | 30     |
|     |               | % of Total | 12.2%  | 18.4%  | 30.6%  |
|     | 26 - 35 years | Count      | 5      | 7      | 12     |
|     |               | % of Total | 5.1%   | 7.1%   | 12.2%  |
|     | 36 - 45 years | Count      | 15     | 7      | 22     |
|     |               | % of Total | 15.3%  | 7.1%   | 22.4%  |
|     | 46 - 55 years | Count      | 13     | 11     | 24     |
|     |               | % of Total | 13.3%  | 11.2%  | 24.5%  |
|     | 56 and above  | Count      | 7      | 3      | 10     |
|     |               | % of Total | 7.1%   | 3.1%   | 10.2%  |
|     | Total         | Count      | 52     | 46     | 98     |
|     |               | % of Total | 53.1%  | 46.9%  | 100.0% |

As illustrated in Table 4.1 above, a total of 30.6% of the respondents who participated in this study were between the ages 18-25 years old, while 12.2% of respondents were between the ages 26-35 years old. A total of 22.4% were respondents between the ages 36-45 years old. Only 24.5% of respondents were between the ages 46-55 years old and the remaining 10.2% of respondents were between ages 56 and above.

**TABLE 4.2 GENDER OF RESPONDENTS (N=98)**

|     |               |            | Gender |        | Total  |
|-----|---------------|------------|--------|--------|--------|
|     |               |            | Male   | Female |        |
| Age | 18 - 25 years | Count      | 12     | 18     | 30     |
|     |               | % of Total | 12.2%  | 18.4%  | 30.6%  |
|     | 26 - 35 years | Count      | 5      | 7      | 12     |
|     |               | % of Total | 5.1%   | 7.1%   | 12.2%  |
|     | 36 - 45 years | Count      | 15     | 7      | 22     |
|     |               | % of Total | 15.3%  | 7.1%   | 22.4%  |
|     | 46 - 55 years | Count      | 13     | 11     | 24     |
|     |               | % of Total | 13.3%  | 11.2%  | 24.5%  |
|     | 56 and above  | Count      | 7      | 3      | 10     |
|     |               | % of Total | 7.1%   | 3.1%   | 10.2%  |
|     | Total         | Count      | 52     | 46     | 98     |
|     |               | % of Total | 53.1%  | 46.9%  | 100.0% |

Table 4.2 above illustrates the gender of respondents. A total of 53.1% of respondents participated in this study were male employees and 46.9% of respondents were female employees.

**TABLE 4.3 LENGTH OF SERVICE OF RESPONDENTS (N=98)**

|         |                  |               | Age              |                  |                  |                  |              | Total  |
|---------|------------------|---------------|------------------|------------------|------------------|------------------|--------------|--------|
|         |                  |               | 18 - 25<br>years | 26 - 35<br>years | 36 - 45<br>years | 46 - 55<br>years | 56 and above |        |
| Service | 1 - 5<br>years   | Count         | 16               | 2                | 2                | 2                | 0            | 22     |
|         |                  | % of<br>Total | 16.3%            | 2.0%             | 2.0%             | 2.0%             | 0.0%         | 22.4%  |
|         | 6 - 10<br>years  | Count         | 6                | 5                | 10               | 5                | 1            | 27     |
|         |                  | % of<br>Total | 6.1%             | 5.1%             | 10.2%            | 5.1%             | 1.0%         | 27.6%  |
|         | 11 - 15<br>years | Count         | 5                | 2                | 7                | 9                | 3            | 26     |
|         |                  | % of<br>Total | 5.1%             | 2.0%             | 7.1%             | 9.2%             | 3.1%         | 26.5%  |
|         | 16 - 20<br>years | Count         | 3                | 3                | 2                | 8                | 5            | 21     |
|         |                  | % of<br>Total | 3.1%             | 3.1%             | 2.0%             | 8.2%             | 5.1%         | 21.4%  |
|         | 21 and<br>above  | Count         | 0                | 0                | 1                | 0                | 1            | 2      |
|         |                  | % of<br>Total | 0.0%             | 0.0%             | 1.0%             | 0.0%             | 1.0%         | 2.0%   |
|         | Total            | Count         | 30               | 12               | 22               | 24               | 10           | 98     |
|         |                  | % of<br>Total | 30.6%            | 12.2%            | 22.4%            | 24.5%            | 10.2%        | 100.0% |

As illustrated in Table 4.3 above, a total of 22.4% of the respondents participated in this study were between 1-5 years of service, while 27.6% of the respondents were between 6-10 years of service. A total of 26.5% of the respondents were between 11-15 years of service. While, 21.4% of the respondents were between 16-20 years of service and the remaining 2% of the respondents were 21 years and above.

#### 4.5 SECTION B: DESCRIPTIVE STATISTICS

**TABLE 4.4 SALARY SATISFACTION (N=98)**

|                          | <i>Frequency</i> | <i>Percent</i> | <i>Valid Percent</i> | <i>Cumulative<br/>Percent</i> |
|--------------------------|------------------|----------------|----------------------|-------------------------------|
| <i>Strongly Agree</i>    | 11               | 11.2%          | 11.2                 | 11.2                          |
| <i>Agree</i>             | 26               | 26.5%          | 26.5                 | 37.8                          |
| <i>Neutral</i>           | 27               | 27.6%          | 27.6                 | 65.3                          |
| <i>Disagree</i>          | 28               | 28.6%          | 28.6                 | 93.9                          |
| <i>Strongly Disagree</i> | 6                | 6.1%           | 6.1                  | 100.0                         |
| <i>Total</i>             | 98               | 100%           | 100.0                |                               |

Table 4.4 illustrates that a total of 37.7% (11.2%+26.5%) of the respondents agreed that they were satisfied with the salary they get in the organisation, while 27.6% of the respondents were neutral. The remaining 34.7% (28.6%+6.1%) of the respondents disagreed. Grobler, *et al.* (2002:382), state that the main objective of compensation system is to attract and retain high quality staff than that of the competitors. In order to be able to retain staff, the rewards that the staff members get from their compensation must be satisfactory. Grobler, *et al.* (2002:382) state that compensation refers to all forms of financial returns and tangible services and benefits employees receive as part of an employment package. According to Nel, *et al.* (2004:374), the classical objectives of any compensation system are to attract, retain and motivate employees in the organization. According to Nel, *et al.* (2004:374), although financial incentives will encourage employees to stay over the short term, over the long term they need opportunities for growth. According to Grobler, *et al.* (2002:203), employee compensation and retention is directly related to employee satisfaction. In good times and bad, employees have a basic need to work where they feel their efforts, expertise and input are appreciated. According to Nel, *et al.* (2004:375), remuneration is one of the causes of absenteeism and staff turnover, if

employees are not satisfied by what they are paid then they normally leave to seek greener pastures (Nel, *et al.*, 2004:375).

**TABLE 4.5 NO OPPORTUNITY FOR CAREER ADVANCEMENT (N=98)**

|                   | Frequency | Percent | Valid Percent | Cumulative<br>Percent |
|-------------------|-----------|---------|---------------|-----------------------|
| Strongly Agree    | 7         | 7.1%    | 7.1           | 7.1                   |
| Agree             | 29        | 29.6%   | 29.6          | 36.7                  |
| Neutral           | 40        | 40.8%   | 40.8          | 77.6                  |
| Disagree          | 20        | 20.4%   | 20.4          | 98.0                  |
| Strongly Disagree | 2         | 2.1%    | 2.1           | 100.0                 |
| Total             | 98        | 100%    | 100.0         |                       |

Table 4.5 illustrates that a total of 36.7% (7.1%+29.6%) of the respondents agreed that there was no opportunity for career advancement and 40.8% of the respondents were neutral. While 22.4% (20.4%+2.1%) of the respondents disagreed. According to Ichniowski (2004:03) another tool for staff retention is staff training. Training may help staff to become more competent and to enjoy their work even better. By providing staff with training and development they are more likely to be keen to take on greater responsibilities more suited to promotion or career progression. Staff may become confident and motivated and they may not rely too much on supervision (Ichniowski, 2004:3). In a study by Nel, *et al.* (2004:202), more than 40 percent of the respondents said they would consider leaving their present employer for another job with the same benefits if that job provided better career development and greater challenges.

**TABLE 4.6 SATISFACTION WITH WORKING CONDITIONS (N=98)**

|                   | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------|-----------|---------|---------------|--------------------|
| Strongly Agree    | 8         | 8.2%    | 8.2           | 8.2                |
| Agree             | 27        | 27.6%   | 27.6          | 35.7               |
| Neutral           | 28        | 28.6%   | 28.6          | 64.3               |
| Disagree          | 30        | 30.6%   | 30.6          | 94.9               |
| Strongly Disagree | 5         | 5.0%    | 5.0           | 100.0              |
| Total             | 98        | 100%    | 100.0         |                    |

Table 4.6 highlights that a total of 35.8% of the respondents agreed that they were not satisfied with working conditions and 28.6% of the respondents were neutral. A total of 35.6% of the respondents disagreed. Grobler, *et al.* (2002:216) state that steps should be taken to identify and eliminate workplace hazards and to train and educate workers in job safety and health. Crow and Hartman (2007:36) state that when the work environment is not conducive to the employee's wellbeing and expectations it can contribute to job dissatisfaction and employee turnover. If employees are happy with the current working conditions they will enjoy coming to work every day, but if the working conditions are not conducive they will leave the organisation.

Working conditions include the organisation of the work such as: working hours, work schedules, work shifts, overtime, daily and weekly rest periods, emergency work, weekend work and holidays to mention just a few (Nel, *et al.*, 2004:344). According to Crow and Hartman (2007:34), job satisfaction and conditions of work has revealed the need for balance in work schedules to ensure that employees have adequate time for both work and private life in a concept known as work life balance. If the shifts are not well organized and

coordinated, they can result in overworking some employees leading to low morale and dissatisfaction.

**TABLE 4.7 EMPLOYEE INVOLVEMENT IN DECISION MAKING (N=98)**

|                   | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------|-----------|---------|---------------|--------------------|
| Strongly Agree    | 6         | 6.1%    | 6.1           | 6.1                |
| Agree             | 38        | 38.8%   | 38.8          | 44.9               |
| Neutral           | 27        | 27.6%   | 27.6          | 72.4               |
| Disagree          | 21        | 21.4%   | 21.4          | 93.9               |
| Strongly Disagree | 6         | 6.1%    | 6.1           | 100.0              |
| Total             | 98        | 100%    | 100.0         |                    |

Table 4.7 illustrates that a total of 44.9% of the respondents agreed that staff members are not involved in decision making, while 27.6% of the respondents were neutral and the remaining 27.5% of the respondents disagreed. Gaylor (2001:123) states that if employees do not know what is going on with the company, they are more likely to conjure up their own scenarios. Gaylor (2001:123) states that there is a need to create horizontal lines of communications so that members of different departments can collaborate when needed to make decisions. Employee involvement is key to employee satisfaction and employee retention (Gaylor, 2001:220). Erasmus, *et al.* (2003:402) state that lack of staff involvement may be one of the causes of staff turnover. If staff members are involved in any changes or decisions that directly affect employees, it is seldom that they will be against the changes and decisions. By not involving them and not including their inputs they feel betrayed (Erasmus, *et al.*, 2003:401). Gardner (2009:23) states that people are more committed and engaged when they can contribute their ideas and suggestions. This gives them a sense of ownership.

**TABLE 4.8 LACK OF EMPLOYEE ASSISTANCE PROGRAMMES (N=98)**

|                   | Frequency | Percent | Valid Percent | Cumulative<br>Percent |
|-------------------|-----------|---------|---------------|-----------------------|
| Strongly Agree    | 6         | 6.1%    | 6.1           | 6.1                   |
| Agree             | 28        | 28.6%   | 28.6          | 34.7                  |
| Neutral           | 40        | 40.8%   | 40.8          | 75.5                  |
| Disagree          | 21        | 21.4%   | 21.4          | 96.9                  |
| Strongly Disagree | 3         | 3.1%    | 3.1           | 100.0                 |
| Total             | 98        | 100%    | 100.0         |                       |

Table 4.8 highlights that a total of 34.7% of the respondents agreed that there was a lack of employee assistance programme, while 40.8% of the respondents were neutral. The remaining 24.5% of the respondents disagreed. According to Ivancevich and Matteson (2004:85), an employee tends to leave the organisation if there are no employee assistance programmes (EAP) that are in place to help employees in the organisation. Employee assistance programme can be counselling or training of affected employees.

Gardner (2009:99) states that alcohol abuse, however, remains one of the major problem areas in South Africa. Mentoring in the work place is a necessity to assist employees with their social problems, namely, being divorced, losing their loved ones, alcohol addiction and dealing with terminal diseases like aids and cancer (Gaylor, 2001:245).

**TABLE 4.9 INPUT NOT APPRECIATED (N=98)**

|                   | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------|-----------|---------|---------------|--------------------|
| Strongly Agree    | 9         | 9.2%    | 9.2           | 9.2                |
| Agree             | 26        | 26.5%   | 26.5          | 35.7               |
| Neutral           | 29        | 29.6%   | 29.6          | 65.3               |
| Disagree          | 32        | 32.7%   | 32.7          | 98.0               |
| Strongly Disagree | 2         | 2.0%    | 2.0           | 100.0              |
| Total             | 98        | 100%    | 100.0         |                    |

Table 4.9 illustrates that a total of 35.7% of the respondents agreed that the employee's input was not appreciated in the organisation, while 29.6% of the respondents were neutral and the remaining 34.7% of the respondents disagreed. According to Crow and Hartman (2007:31), money and benefits may attract people to the front door, but something else has to be done to keep them from going out the back. According to Gardner (2009:107), people have a basic human need to feel appreciated and proud of their work. Recognition and incentive programs help to meet these needs. A successful reward and recognition programmes does not have to be complicated or expensive to be effective (Gardner, 2009:108).

**TABLE 4.10 WORK BOREDOM (N=98)**

|                   | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------|-----------|---------|---------------|--------------------|
| Strongly Agree    | 8         | 8.2%    | 8.2           | 8.2                |
| Agree             | 21        | 21.4%   | 21.4          | 29.6               |
| Neutral           | 28        | 28.6%   | 28.6          | 58.2               |
| Disagree          | 31        | 31.6%   | 31.6          | 89.8               |
| Strongly Disagree | 10        | 10.2%   | 10.2          | 100.0              |
| Total             | 98        | 100%    | 100.0         |                    |

Table 4.10 highlights that a total of 29.6% of the respondents agreed that work boredom is the cause of staff turnover and 28.6% of the respondents were neutral. The remaining 41.8% of the respondents disagreed. Ivancevich and Matteson (2004:343) state that work that is boring and lacks challenges may lead to job dissatisfaction. When new employees start to work for an organisation, they have expectations and it becomes a problem if those expectations are not met. Such expectations include being offered an opportunity to apply their skills and abilities, while also receiving the same treatment and respect as similar employees and enjoying good working relationship (Ivancevich and Matteson, 2004:343).

**TABLE 4.11 WASTAGE OF RESOURCES WHEN NEW STAFF SETTLES IN  
(N=98)**

|                      | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid Strongly Agree | 3         | 3.1%    | 3.1           | 3.1                |
| Agree                | 35        | 35.7%   | 35.7          | 38.8               |
| Neutral              | 25        | 25.5%   | 25.5          | 64.3               |
| Disagree             | 29        | 29.6%   | 29.6          | 93.9               |
| Strongly Disagree    | 6         | 6.1%    | 6.1           | 100.0              |
| Total                | 98        | 100%    | 100.0         |                    |

Table 4.11 demonstrates that a total of 38.8% of the respondents agreed that high staff turnover causes too much wastage of resources when new staff settles in, while 25.5% of the respondents were neutral. The remaining 35.7% of the respondents disagreed. Rothwell and Kazanas (2006:244), state that new staff members make too many mistakes as they are settling in the organisation. Johnson and Redmond (2006:153) state that new employees cause a great deal of wastage. Moreover, organisations experience wasted time owing to

inexperienced replacement staff. Management and other staff spend valuable time not doing their job but trying to train and orientate the replacement staff. Kreitner and Kinicki (2007:98) state that if an employee is not familiar with the organisation, errors may occur while learning to use equipment.

**TABLE 4.12 REDUCTION IN WORK PRODUCTIVITY (N=98)**

|                      | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid Strongly Agree | 6         | 6.1%    | 6.1           | 6.1                |
| Agree                | 40        | 40.8%   | 40.8          | 46.9               |
| Neutral              | 29        | 29.6%   | 29.6          | 76.5               |
| Disagree             | 20        | 20.4%   | 20.4          | 96.9               |
| Strongly Disagree    | 3         | 3.1%    | 3.1           | 100.0              |
| Total                | 98        | 100%    | 100.0         |                    |

Table 4.12 shows that a total of 46.9% of the respondents agreed that high staff turnover causes reduction in work productivity, while 29.6% of the respondents were neutral. The remaining 23.5% of the respondents disagreed. According to Neo, *et al.* (2006:289), organisations that do not retain a loyal base of employees then they constantly place an inexperienced group of non cohesive units in the front lines of the organisation. Ensuring the good employee stays with the organization will help them compete effectively within an industry. In addition, when an organisation loses a valuable employee, there is a negative impact on innovation, consistency in providing service to guests may be jeopardized, and major delays in the delivery of services to customers may occur. A decline in the standard of service provided to customers could also adversely affect the satisfaction of internal and external customers and consequently, the profitability of the organisation (Neves, 2009:226). According to McConnell (2004:287), companies having an investment perspective of human resource management view training as an opportunity to increase long-term productivity. According to

Neo, *et al.* (2006:289), training may also be viewed as a solution to a number of problems, such as substandard quality resulting from skills deficiencies and voluntary turnover of employees seeking more rewarding jobs.

**TABLE 4.13 REDUCTION IN THE QUALITY OF PRODUCT PRODUCED  
(N=98)**

|                      | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid Strongly Agree | 9         | 9.2%    | 9.2           | 9.2                |
| Agree                | 37        | 37.8%   | 37.8          | 46.9               |
| Neutral              | 26        | 26.5%   | 26.5          | 73.5               |
| Disagree             | 21        | 21.4%   | 21.4          | 94.9               |
| Strongly Disagree    | 5         | 5.1%    | 5.1           | 100.0              |
| Total                | 98        | 100%    | 100.0         |                    |

Table 4.13 highlights that a total of 47% of the respondents agreed that high staff turnover causes reduction in the quality of product produced, while 26.5% of the participants were neutral. The remaining 26.5% of the respondents disagreed. According to Taylor (2007:56), the quality of service in the organisation decreases as a result of staff shortage. According to Taylor (2007:90), customer's evaluation of service quality is affected not only by the end service received, but also by the service delivery process itself, which includes waiting time. Allen, *et al.* (2007:42) state that it is a straight forward case that dissatisfied employees cannot give their best performance as their mind is on the things that make them dissatisfied and they feel their effort is not appreciated. Such employees produce not only poor quality work but also less amount of work to the detriment of the organisation and clients (Allen, *et al.*, 2007:45).

**TABLE 4.14 EMPLOYEE NOT MEETING DEADLINES (N=98)**

|                   | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------|-----------|---------|---------------|--------------------|
| Strongly Agree    | 8         | 8.2     | 8.2           | 8.2                |
| Agree             | 32        | 32.7    | 32.7          | 40.8               |
| Neutral           | 31        | 31.6    | 31.6          | 72.4               |
| Disagree          | 23        | 23.5    | 23.5          | 95.9               |
| Strongly Disagree | 4         | 4.0     | 4.0           | 100.0              |
| Total             | 98        | 100.0   | 100.0         |                    |

Table 4.14 shows that a total of 40.8% of the respondents agreed that staff turnover causes employees not to meet their deadlines, while 31.6% of the respondents were neutral. The remaining 27.5% of the respondents disagreed. According to Taylor (2007:62), employees were not meeting dead lines because there was a lack of manpower due to staff turnover. There might be delay in terms of response while waiting for the replacement staff to arrive. Again there might be some delays while assigning and aligning replacement staff. Gaylor (2001:126) states that lack of resources and too much workload in the organization can contribute to employees not being able to meet their deadlines in the organisation.

**TABLE 4.15 DECLINE IN SERVICE DELIVERY (N=98)**

|                   | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------|-----------|---------|---------------|--------------------|
| Strongly Agree    | 7         | 7.1%    | 7.1           | 7.1                |
| Agree             | 30        | 30.6%   | 30.6          | 37.8               |
| Neutral           | 35        | 35.7%   | 35.7          | 73.5               |
| Disagree          | 23        | 23.5%   | 23.5          | 96.9               |
| Strongly Disagree | 3         | 3.1%    | 3.1           | 100.0              |
| Total             | 98        | 100%    | 100.0         |                    |

Table 4.15 highlights that a total of 37.7% of the respondents agreed that high staff turnover causes a decline in service delivery, while 35.7% of the respondents were neutral. The remaining 26.6% of the respondents disagreed. Seccombe and Buchan (2005:103) state that even if the present employee will try to work harder they cannot produce too many goods if there is a shortage of staff in a particular department. According to Mnisi (2007:76), recruiting and selecting the right staff for service provision is very important.

**TABLE 4.16 DISRUPTION TO SERVICE DELIVERY (N=98)**

|                   | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------|-----------|---------|---------------|--------------------|
| Strongly Agree    | 6         | 6.1     | 6.1           | 6.1                |
| Agree             | 29        | 29.6    | 29.6          | 35.7               |
| Neutral           | 25        | 25.5    | 25.5          | 61.2               |
| Disagree          | 33        | 33.7    | 33.7          | 94.9               |
| Strongly Disagree | 5         | 5.1     | 5.1           | 100.0              |
| Total             | 98        | 100.0   | 100.0         |                    |

Table 4.16 highlights that a total of 35.7% of the respondents agreed that staff turnover causes a disruption in service delivery, while 25.5% of the respondents were neutral. The remaining 38.8% of the respondents disagreed. According to Hopkins (2005:25), employee's disruptions while performing their work have a negative impact on the service delivery. If there are employees who are not at work, the service provided will be reduced compared to when all employees are at work. According to Raliphada (2007:92), employees in the organization are working hard to balance their work but the quality in the service delivery is not easy to avoid if there are still staff members who are not on duty.

**TABLE 4.17 LOSS OF CUSTOMERS (N=98)**

|                      | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid Strongly Agree | 6         | 6.1%    | 6.1           | 6.1                |
| Agree                | 31        | 31.6%   | 31.6          | 37.8               |
| Neutral              | 18        | 18.4%   | 18.4          | 56.1               |
| Disagree             | 34        | 34.7%   | 34.7          | 90.8               |
| Strongly Disagree    | 9         | 9.2%    | 9.2           | 100.0              |
| Total                | 98        | 100%    | 100.0         |                    |

Table 4.17 illustrates that a total of 37.7% of the respondents agreed that poor service provided results in loss of customers, while 18.4% of the respondents were neutral. The remaining 43.9% of the respondents disagreed. Duchessi (2002:111), states that one of the reasons for consumer frustration is waiting for efficient service. Locke (2009:05) states that a programme to measure customer satisfaction should be a permanent ongoing process that satisfies what customers want.

**TABLE 4.18 INCREASING WORK LOAD FOR EACH EMPLOYEE (N=98)**

|                      | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid Strongly Agree | 17        | 17.3%   | 17.3          | 17.3               |
| Agree                | 34        | 34.7%   | 34.7          | 52.0               |
| Neutral              | 21        | 21.4%   | 21.4          | 73.5               |
| Disagree             | 21        | 21.4%   | 21.4          | 94.9               |
| Strongly Disagree    | 5         | 5.2%    | 5.2           | 100.0              |
| Total                | 98        | 100%    | 100.0         |                    |

Table 4.18 above illustrates that a total of 52% of respondents agreed that high turnover increases work load for each employee, while 21.4% of the respondents were neutral. The remaining 26.6% of respondents disagreed that high turnover increases work load. Tyani (2001:401) states that high staff turnover places unnecessary pressure on staff that are at work. According to Russell and Bvuma (2001:43), shortage of staff in an organisation at any given time implies that the quality and quantity of service is most likely to be different if compared to the time when an organisation has all the staff it needs to meet its strategic objectives.

**TABLE 4.19 INCREASING WORK STRESS TO PRESENT WORKERS (N=98)**

|                      | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid Strongly Agree | 5         | 5.1%    | 5.2           | 5.2                |
| Agree                | 29        | 29.6%   | 29.9          | 35.1               |
| Neutral              | 35        | 35.7%   | 36.1          | 71.1               |
| Disagree             | 21        | 21.4%   | 21.6          | 92.8               |
| Strongly Disagree    | 7         | 7.1%    | 7.2           | 100.0              |
| Total                | 97        | 99%     | 100.0         |                    |
| Missing System       | 1         | 1 %     |               |                    |
| Total                | 98        | 100 %   |               |                    |

Table 4.19 above shows that a total of 35.1% of respondents agreed that high turnover increases work stress to the present workers, while 36.1% of respondents were neutral and 28.9% of respondents disagreed. Tyani (2001:41), states that no employee wants to work with subordinates that have high level of stress. High level of stress leads to employees making unnecessary mistakes/accidents and low morale leads them to not caring about what they do. Tyani (2001:46) states that the cost of stress is not only financial but must also be measured by the damage to staff morale and deficits in meeting organisational needs.

**TABLE 4.20 WORK OVERTIME AS THE CAUSE OF HIGH STAFF  
TURNOVER RATE (N=98)**

|                   | Frequency | Percent | Valid Percent | Cumulative<br>Percent |
|-------------------|-----------|---------|---------------|-----------------------|
| Strongly Agree    | 5         | 5.1%    | 5.1           | 5.1                   |
| Agree             | 38        | 38.8%   | 38.8          | 43.9                  |
| Neutral           | 23        | 23.5%   | 23.5          | 67.3                  |
| Disagree          | 25        | 25.5%   | 25.5          | 92.9                  |
| Strongly Disagree | 7         | 7.1%    | 7.1           | 100.0                 |
| Total             | 98        | 100%    | 100.0         |                       |

Table 4.20 above highlights that a total of 43.9% of respondents agreed that working overtime causes high staff turnover rate, while 23.5% of respondents were neutral. The remaining 32.7% of respondents disagreed. According to Taylor (2007:42), decreased staff turnover may be associated with flexible working hours and the converse with inflexible hours. Increased staff turnover occurs with increased working hours and overtime. Taylor (2007:208) states that if employees are happy with the working hours, they will be happy to come to work, but if they are working long hours, then the possibility exists that they will absent themselves from work on a regular basis.

**TABLE 4.21 HIGH STAFF TURNOVER AFFECTS TEAM WORK (N=98)**

|                   | Frequency | Percent | Valid Percent | Cumulative<br>Percent |
|-------------------|-----------|---------|---------------|-----------------------|
| Strongly Agree    | 7         | 7.1%    | 7.1           | 7.1                   |
| Agree             | 23        | 23.5%   | 23.5          | 30.6                  |
| Neutral           | 36        | 36.7%   | 36.7          | 67.3                  |
| Disagree          | 27        | 27.6%   | 27.6          | 94.9                  |
| Strongly Disagree | 5         | 5.1%    | 5.1           | 100.0                 |
| Total             | 98        | 100%    | 100.0         |                       |

Table 4.21 above illustrates that a total of 30.6% of respondents agreed that high staff turnover affects team work within the organisation, while 36.7% of respondents were neutral. The remaining 32.7% of respondents disagreed. According to Neo, *et al.* (2006:442), interpersonal relations refer to personal and working interactions between the employee and other people he works with. These include cooperation, teamwork and sharing of common goals. Rothwell and Kazanas (2006:68) state that in private security, work is accomplished mostly through teamwork and good interpersonal relations. According to Steers (2002:224), it is not enough for team members to be skilled, but they must be motivated to work together in the organisation.

**TABLE 4.22 EMPLOYEE'S TIME SPENT ON TRAINING NEW STAFF MEMBERS (N=98)**

|                   | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------|-----------|---------|---------------|--------------------|
| Strongly Agree    | 11        | 11.2%   | 11.2          | 11.2               |
| Agree             | 26        | 26.5%   | 26.5          | 37.8               |
| Neutral           | 30        | 30.6%   | 30.6          | 68.4               |
| Disagree          | 22        | 22.4%   | 22.4          | 90.8               |
| Strongly Disagree | 9         | 9.2%    | 9.2           | 100.0              |
| Total             | 98        | 100%    | 100.0         |                    |

Table 4.22 above demonstrates that a total of 37.7% of respondents agreed that employees spend too much time on training new staff members, while 30.6% of respondents were neutral. A total of 31.6% of respondents disagreed. Seccombe and Buchan (2005:115) state that due to increase number of new staff in the organisation, other employees have to assist in the training of new staff members. The organisation has to send new employees for training in order to make them familiar and efficient in the Department of Home Affairs in Eastern

Cape. According to Taylor (2007:43), new staff members can not work alone. They require close supervision until they are familiar with the operation of the organisation. Older employees have to leave their duties in order to help new employees and this can contribute to poor service provided by the Department.

**TABLE 4.23 EMPLOYEE'S WORK RELATIONSHIP (N=98)**

|                      | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid Strongly Agree | 13        | 13.3%   | 13.3          | 13.3               |
| Agree                | 30        | 30.6%   | 30.6          | 43.9               |
| Neutral              | 30        | 30.6%   | 30.6          | 74.5               |
| Disagree             | 19        | 19.4%   | 19.4          | 93.9               |
| Strongly Disagree    | 6         | 6.1%    | 6.1           | 100.0              |
| Total                | 98        | 100%    | 100.0         |                    |

Table 4.23 above highlights that a total of 43.9% of respondents agreed that working relationship between employees must be improved, while 30.6% of respondents were neutral. The remaining 25.5% of respondents disagreed that working relationship must be improved between employees. Smit and de Cronje (2003:232) state that sometimes workers absent themselves just to avoid being in contact with a particular individual because they are angry at each other or fearful of each other. Dalton and Mesch (2001:810) state that unhealthy competition and lack of team spirit among the employees themselves may cause lowered group cohesiveness leading to staff turnover.

**TABLE 4.24 EMPLOYEES RECOGNITION ON GOAL ACHIEVEMENT (N=98)**

|                      | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid Strongly Agree | 9         | 9.2%    | 9.2           | 9.2                |
| Agree                | 40        | 40.8%   | 40.8          | 50.0               |
| Neutral              | 28        | 28.6%   | 28.6          | 78.6               |
| Disagree             | 17        | 17.3%   | 17.3          | 95.9               |
| Strongly Disagree    | 4         | 4.1%    | 4.1           | 100.0              |
| Total                | 98        | 100%    | 100.0         |                    |

Table 4.24 above illustrates that a total of 50% of respondents agreed that employees must be recognised when they achieve goals, while 28.6% of respondents were neutral. The remaining 21.4% of respondents disagreed that employees must be recognised when they achieve their goals. Smit and de Cronje (2003:230) state that after achieving their goals, employees like to be recognised by the organisation. Recognition can be in the form of praising an employee or can be placed on a notice board in the organisation as employee of the month. Recognition motivates employees to feel that they are the part of the organisation at large (Luthans, 2002:431).

**TABLE 4.25 EMPLOYEE MUST BE PAID WELL (REASONABLE SALARY) (N=98)**

|                      | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid Strongly Agree | 15        | 15.3%   | 15.3          | 15.3               |
| Agree                | 38        | 38.8%   | 38.8          | 54.1               |
| Neutral              | 23        | 23.5%   | 23.5          | 77.6               |
| Disagree             | 18        | 18.4%   | 18.4          | 95.9               |
| Strongly Disagree    | 4         | 4.0%    | 4.0           | 100.0              |
| Total                | 98        | 100%    | 100.0         |                    |

Table 4.25 above highlights that a total of 54.1% of respondents agreed that employees must be paid well, while 23.5% of respondents were neutral. The remaining 22.4% of respondents disagreed. Herzberg, *et al.* (2002:171) state that factors like work environment, pay and company policies are factors that eliminate dissatisfaction. While pay is not the only reason for satisfaction or dissatisfaction, it should be noted that employees' perception of the level of reward they receive in return for their contribution is extremely important to the success of the organisation. According to McConnell (2004:283), if employees' needs are fulfilled, then this increases their commitment to employee performance.

### **4.3 HYPOTHESES TEST**

According to Wilson (2010:237) hypothesis testing is one of the main methods to test for significant relationship between variables. It involves an analysis of some aspect of the statement or questions that generates a statistical value. The Person Chi square test was performed to test hypotheses using the Statistical Package for Social Sciences (SPSS) version 15 for Windows. The Chi square test was performed to determine whether there was a statistically significant relationship between the variables. Ziel and Antoinette (2003:57) state that the chi-square test is any statistical hypothesis test in which the test statistic has a chi-square distribution when the null hypothesis is true, or any in which the probability distribution of the test statistic (assuming the null hypothesis is true) can be made to approximate a chi-square distribution. The discussion below indicate the results of the hypotheses tested.

## Hypotheses 1

There is a significant relationship between staff turnover and organisational effectiveness.

**TABLE 4.26 STAFF TURNOVER AND ORGANISATIONAL EFFECTIVENESS (N=98)**

|                              | Value                | df  | Asymp. Sig. (2-sided) |
|------------------------------|----------------------|-----|-----------------------|
| Pearson Chi-Square           | 492.570 <sup>a</sup> | 306 | .000                  |
| Likelihood Ratio             | 184.038              | 306 | 1.000                 |
| Linear-by-Linear Association | 7.951                | 1   | .005                  |
| N of Valid Cases             | 98                   |     |                       |

- Pearson's Chi-square =492.570, df= 306, significance  $p < 0.000$ .

Table 4.26 shows a highly positive relationship between staff turnover and organisational effectiveness. Pearson's test showed a significant correlation ( $p < 0.000$ ). There is significant economic impact when an organization loses any of its valuable employees, especially given the knowledge that is lost with the employee's departure (Booth and Hamer, 2007:297). Organizations will need to either create an intellectual capital environment where the transmission of knowledge takes place throughout the structure, or continue to lose important individual knowledge that have been developed during the length of service. This depth of knowledge is what many believe will help to meet the needs and expectations of the customers and to create and sustain a competitive advantage within the global economy in which organizations are competing in today (Marino, 2005:46).

## Hypotheses 2

There is a significant relationship between staff turnover and the employee's performance.

**TABLE 4.27 STAFF TURNOVER AND EMPLOYEE PERFORMANCE  
(N=98)**

|                              | Value                | df  | Asymp. Sig. (2-sided) |
|------------------------------|----------------------|-----|-----------------------|
| Pearson Chi-Square           | 407.754 <sup>a</sup> | 306 | .000                  |
| Likelihood Ratio             | 195.769              | 306 | 1.000                 |
| Linear-by-Linear Association | 2.111                | 1   | .146                  |
| N of Valid Cases             | 98                   |     |                       |

- Pearson Chi-square =407.754, df= 306, significant  $p < 0.000$ .

Table 4.27 illustrates that the results reflected a positive relationship between staff turnover and employee performance. The Pearson's test showed a significant correlation ( $p < 0.000$ ). According to Hope (2003:111), when retention is not consciously prioritized in the organisation, it damages company reputation causing low employee productivity. Thus, it results in high staff turnover and it becomes costly. Keeping employees who perform beyond expectations reduces the need to recruit and cuts related hiring and training costs. Organisations can be successful, if management treats employees well and then they would want to stay in the organisation. According to Brief (2008:99), nothing feels better than having a strong, successful, happy workforce in place who are mutually focused on the organization's performance. Hiring top-quality individuals is an important task on its own, but essential to any manager's ongoing process is a critical retention strategy for existing staff.

### Hypotheses 3

There is a significant relationship between employee's performance and organisational effectiveness.

**TABLE 4.28 RELATIONSHIP BETWEEN EMPLOYEE PERFORMANCE AND ORGANISATIONAL EFFECTIVENESS (N=98)**

|                              | Value                | df  | Asymp. Sig. (2-sided) |
|------------------------------|----------------------|-----|-----------------------|
| Pearson Chi-Square           | 410.900 <sup>a</sup> | 289 | .000                  |
| Likelihood Ratio             | 185.527              | 289 | 1.000                 |
| Linear-by-Linear Association | 11.551               | 1   | .001                  |
| N of Valid Cases             | 98                   |     |                       |

- Pearson Chi-square =410.900, df= 289, significant  $p < 0.000$ .

Table 4.28 reveals that the results reflect a highly positive relationship between employee performance and organisational effectiveness. A Pearson's test showed a positive correlation ( $p < 0.000$ ). According to Kleiman (2003:14), effectiveness could be defined as the degree to which the organisation realizes its goals. Organisational effectiveness is the extent to which an organisation, given certain resources and means, achieves its objectives without placing undue strain on its employees. According to Mobley, *et al.* (2001:407), effectiveness is the ability of an organisation to mobilize its centres of power for action-producing and adaptation for efficient service delivery.

## Hypotheses 4

There is a significant relationship between ways to reduce staff turnover and organisational effectiveness

**TABLE 4.29 WAYS TO REDUCE STAFF TURNOVER AND ORGANISATIONAL EFFECTIVENESS (N=98)**

|                              | Value                | df  | Asymp. Sig. (2-sided) |
|------------------------------|----------------------|-----|-----------------------|
| Pearson Chi-Square           | 218.920 <sup>a</sup> | 170 | .007                  |
| Likelihood Ratio             | 146.286              | 170 | .906                  |
| Linear-by-Linear Association | 8.374                | 1   | .004                  |
| N of Valid Cases             | 98                   |     |                       |

- Pearson Chi-square =218.920, df= 170, significant  $p < 0.007$ .

Table 4.29 reveals that there is a significant association between ways to reduce staff turnover and organisational effectiveness. The Pearson's test showed a significant correlation ( $p < 0.007$ ). According to Cohen (2000:47), organisational effectiveness captures organisational performance plus the plethora of internal performance outcomes normally associated with more efficient or effective operations. Other external measures that relate to considerations that are broader than those simply associated with economic valuation (either by shareholders, managers or customers), such as corporate social responsibility (Cohen, 2000:47). Since the organisation has as its goal the preparation of supplies and the delivery of those services to employees, it measures its organisational effectiveness by trying to determine what actual activities the people in the organisation do in order to generate the outcomes the organisation wants to create (Robbins, 2003:236).

## Hypotheses 5

There is a significant relationship between ways to reduce staff turnover and employee's performance.

**TABLE 4.30 WAYS TO REDUCE STAFF TURNOVER AND EMPLOYEE PERFORMANCE (N=98)**

|                              | Value                | df  | Asymp. Sig. (2-sided) |
|------------------------------|----------------------|-----|-----------------------|
| Pearson Chi-Square           | 206.229 <sup>a</sup> | 170 | .030                  |
| Likelihood Ratio             | 158.894              | 170 | .719                  |
| Linear-by-Linear Association | 16.669               | 1   | .000                  |
| N of Valid Cases             | 98                   |     |                       |

- Person Chi-square =206.229, df= 170, significant  $p < 0.030$ .

Table 4.30 highlights that the results reflect a significant relationship between employee performance and ways to reduce staff turnover. The Pearson's test showed a significant correlation ( $p < 0.030$ ). According to Marino (2005:171), providing bold incentives for everyone, from general manager to the cleaners will improve employee performance.

## 4.4 LIMITATIONS OF THE STUDY

The study focuses on the impact of staff turnover on organisational effectiveness and employee performance in the Department of Home Affairs in the Eastern Cape. This study was limited to employees of Department of Home Affairs in Eastern Cape Province only. There was limited current literature which was

caused by lack of libraries in Eastern Cape Province. The researcher had to travel travelled to KwaZulu-Natal to obtain the relevant literature. It took more than six months for the researcher to obtain a permission letter to conduct the research in Department of Home Affairs in Eastern Cape Province.

#### **4.5 CONCLUSION**

In this chapter, the findings from questionnaires were linked with literature review and new information using author sources was added to enhance discussions of the results. Data collected from the responses was analysed using SPSS version 15 for Windows. The results were presented in the form of tables. Five hypotheses were also statistically tested using Pearson's Chi-square test. Since this was an in house investigation at the Department of Home Affairs in Eastern Cape Province, the results can only be generalised to this sector. The next chapter presents the conclusion and recommendation of the study.

## **CHAPTER 5**

### **CONCLUSION AND RECOMMENDATIONS**

#### **5.1 INTRODUCTION**

This chapter focuses on the conclusion and recommendation of the study. The Department of Home Affairs in Eastern Cape is one of the departments which is affected by poor service delivery for many years. The main aim of this study was to investigate the impact of staff turnover on organisational effectiveness and employee performance. It is noted that staff turnover has a negative impact on the organisational productivity and on employee performance. The conclusions are drawn in line with the study objectives and in an attempt to answer the study's main research questions, regarding strategies that can be used to reduce staff turnover. The recommendations from this study will be made available to the top management. The research design was quantitative in nature where structured questionnaires were used for the collection of data. The Statistical Package for Social Science (SPSS) version 15 for Windows was used to analyse data and tables were used to present the results. A pre-coded closed ended questionnaire using 5 point Likert scale was administered to the target population. Only employees of the Department of Home Affairs in Eastern Cape who participated in this study. The survey method was employed in this research due to small number of respondents. The personal method of data collection was used to administer the questionnaires to all 100 respondents in the Department of Home Affairs in the Eastern Cape Province and a high response rate of 98% was obtained.

## 5.2 CONCLUSION

This study focused on the impact of staff turnover on organisational effectiveness and employee performance in the Department of Home Affairs in the Eastern Cape. Staff turnover may be caused by lack of opportunities for career development, remuneration and working condition. Staff turnover if not taken into consideration will damage the image of the organisation, where customers will lose trust in the organisation. Moreover, productivity of the organisation will also decrease, while employees will be demotivated to work for a company with high staff turnover rate. Paying employees a market related salary may help management in retaining valuable employees. The service provided by Department of Home Affairs in Eastern Cape will end up being compromised due to high staff turnover and this may cause customers to move to other organisations for better service. This study therefore makes recommendations arising from the empirical analysis, to reduce staff turnover in the Department of Home Affairs in Eastern Cape.

According to Ivancevich and Matteson (2004), personal interest and background may be the cause of staff turnover. Awareness programs to employees about the retention strategies in the Department of Home Affairs in Eastern Cape play an important role in staff turnover reduction. Although staff turnover has cost effects in organisation, it also results in lots of customer complaints about the service that is not up to standard. According to Kleiman (2003:60), front line staff is often the ones who set the image of the company. It is therefore very important to ensure that front line staff members are empowered to deal with customer requests efficiently, since the ability or inability of the front line staff to respond to these requests reflects on service delivery offered by the Department of Home Affairs in Eastern Cape. The recommendation made are generalised to the

Department of Home Affairs in Eastern Cape as it was an in house investigation. However, they may prove useful for studies conducted at other Department of Home Affairs in South Africa.

### **5.3 RECOMMENDATIONS**

Arising from the empirical analysis of results, the following recommendations are made for the Department of Home Affairs in Eastern Cape Province:

- Top management should create opportunities for career advancement in the organisation. Creation of opportunities for career advancement may help staff to become more competent and to enjoy their work even better.
- Top management should give due recognition to its internal employees when there are new positions within the organisation. Clear, achievable goals and standards for each position should be set and should be known to employees. Individuals should also receive regular, timely feedback on how they are doing and should feel they are being adequately challenged in their jobs (Mathis and Jackson, 2007:116).
- Top management should improve working conditions within the organisation. The working environment should be conducive for employee's health and safety in the department. To motivate the workforce, it is important to ensure a hazard free and safe environment which also enhances efficiency and productivity. When the adverse effects of the physical work environment are not attended to by management, employees may loose interest in the work and might leave the organisation (Del Val, and Fuentes, 2003:151).

- Top management should involve employees in the decision making process. Top management should involve employees in any issue that will affect them in the organisation. Employee involvement may be through meeting with their representatives.
- Top management should develop employee assistance programmes in the organisation to assist employees with problems to eliminate absenteeism or staff turnover. Top management should also make sure that employees are aware of these programmes in the organisation. According to Erasmus, *et al.* (2003:487), the introduction of Employee Assistance Programme is of vital importance whereby troubled employees could get-in-house assistance in order to be able to cope with problems that have a negative impact on their performance that may affect service delivery.
- Top management should also appreciate employee's input in the organisation when they meet organisational goals. Appreciation can be through announcement or writing a letter of commendation and placing it in the notice board or provide some incentives.
- Top management should reduce work boredom to employees by revisiting employee's job description in order to add some challenge job tasks on the employee's job description. If there is no match between employee and the job, the employees become bored by the job that provides no challenges or one that provides unrealistic challenges. These realities are the ones that make people leave the organisation (Erasmus, *et al.*, 2003:41).
- Top management should provide induction and orientation to new employees in order to reduce to much wastage of resources. Providing

training to new employees will help in the reduction of wastage of resources while the new staff member settles in.

- Top management should reduce staff turnover in order to improve organisational productivity by retaining the best employees. Thus, quality of service delivery will be improved within the Department of Home Affairs in Eastern Cape Province.
- Top management should improve service delivery within the organisation. Martin (2003:99) asserts that staff turnover may have devastating effects on service rendered by the organisation and these may bring deficits in meeting customer demand. This leads to customer irritation and increase in complaints.
- Top management should provide benefits that will attract the best employees to remain in the organisation in order to improve service delivery. Aligning employee remuneration with employee job responsibilities will help in motivating employees to improve their performance.
- Top management should develop a performance standard for employees in order to measure employee performance. Poor service delivery results in loss of customers in the organisation. Top management should therefore make sure of monitoring the service provided to the customers in order to improve customer satisfaction.
- Top management should ensure that a reasonable salary is paid to employees in the organisation. Top management should pay a market related salary to employees in order to prevent them from moving to other organisations. According to Grobler, *et al.* (2002:382), compensation

refers to all forms of financial returns and tangible benefits that employees receive as part of their remuneration package.

- According to Nel, *et al.* (2004:548), top management should establish the absenteeism patterns in organization over a period of time (e.g. three months). It was noted that staff turnover starts with regular employee absenteeism and thereafter staff turnover. Top management should make efforts to have weekly sessions where the unit meets as a team to share information, experiences and concerns.
- Top management should recruit more employees to close the gap left by previous employees in order to reduce work stress to present employees and to reduce overtime. Top management should encourage team work within the organization to improve organizational effectiveness. Top management should provide training to new staff members in order to reduce wastage of resources when new staff settles in and at the same time to improve quality of service provided by Department of Home Affairs.

## **5.5 DIRECTION FOR FURTHER RESEARCH**

A quantitative approach was employed in this research and questionnaires were used to collect data from the respondents. In this study, the majority of respondents had different opinions on staff turnover and employee performance and there is also a need to conduct further research which can focus on employee retention strategies. Further research could be done in this field of study using qualitative methods. Qualitative methods could allow the researcher to use interviews to collect rich data from the respondents. Other scholars could

also investigate their research with other Department of Home Affairs in other province in South Africa to make a comparative analysis.

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**Annexure A**

W 302  
Umlazi Township  
4066  
10 November 2011

**Head of Department  
Department of Home Affairs  
Eastern Cape  
4001**

**Dear Sir**

**PERMISSION LETTER TO CONDUCT A RESEARCH**

I, Vuyisile Mabindisa request your permission for my study carried out for the requirements of Masters Degree in Human Resources at the Department of Human Resources Management in the Faculty of Management Science at Durban University of Technology. The title of the research is the impact of staff turnover on organisational effectiveness and employee performance at the Department of Home Affairs in Eastern Cape. The participation in this study is voluntarily and no one will be forced to participate. The research will ensure privacy of information that will be provided by participants. Please be ensured that the information provide will be treated with confidentiality and it will not be used for any other purpose except for this degree only. The findings of the study will make a valuable contribution to the Department of Home Affairs in Eastern Cape.

Your consent will be highly appreciated.

Regards

.....  
Mr. V. Mabindisa



DEPARTMENT: HOME AFFAIRS  
REPUBLIC OF SOUTH AFRICA

Private Bag x 9050, MT FRERE, 5090. Tel (039) 2554700, fax 086 545 8816  
Email: Vuyisa.badi@dha.gov.za  
Cell phone no. 0786064897  
Main Street, Mt Frere

Authorisation letter

This letter serves as an authorisation letter of Mr Vuyisile Mabindisa to conduct a research in the Department of Home Affairs in Eastern Cape.

The authorisation is for the following topic: ***THE IMPACT OF STAFF TURNOVER ON EMPLOYEE PERFORMANCE AND ORGANISATIONAL EFFECTIVENESS.***

Please ensure that the information that will be provided to you will be treated with confidentiality and will not be used for any other purpose except for only this research.

All the best for your research

Regards

[Redacted signature]



**COVERING LETTER TO RESPONDENTS**

W 302

Umlazi Township

4066

26 January 2012

Dear Respondents

**QUESTIONNAIRE COMPLETION: M.TECH: HUMAN RESOURCES  
MANAGEMENT**

In fulfilment of the Masters degree in Human Resources Management I am carrying out a research project at Durban University of Technology. The study is entitled: Impact of staff turnover on organisational effectiveness and employee performance at the Department of Home affairs in Eastern Cape. The purpose of this study is to help expand the body of knowledge and to determine how staff turnover impact on organisational effectiveness and employee performance. To achieve the objectives of this research the researcher needs assistance from you to fill questionnaire provided. The attached questionnaire will take about 10 minutes to complete. Please return the questionnaire after a week. Please rest assured that your responses will be treated with utmost confidentiality and will not be divulged to any other party. The researcher ensured that the information that you will provide will not be used for any other purpose except for research investigation only. Anonymity will be ensured in this research. Data from the respondents cannot be linked to a specific individual. The researcher will never injure or harm the people being studied, regardless of whether they volunteered to be part of the study or not. Privacy will be ensured in this study.

Your participation will be highly appreciated.

Regards

.....  
Mr. V. Mabindisa

**PARTICIPATION BY RESPONDENTS**

I ..... would like to voluntarily participate in your research study.  
Thank you.

Regards,

Participant

**Questionnaire to respondents**

1. Please tick one of the correct answers with an (X).
2. Answer all questions.

**Section A: Demographic factors**

**1. Age**

|     |              |   |
|-----|--------------|---|
|     | Year         |   |
| 1.1 | 18-25 years  | 1 |
| 1.2 | 26-35 years  | 2 |
| 1.3 | 36-45 years  | 3 |
| 1.4 | 46-55 years  | 4 |
| 1.5 | 56 and above | 5 |

**2. Gender**

|     |        |   |
|-----|--------|---|
|     | Gender |   |
| 2.1 | Male   | 1 |
| 2.2 | Female | 2 |

**3. Length of service**

|     |              |   |
|-----|--------------|---|
|     | Years        |   |
| 3.1 | 1-5 years    | 1 |
| 3.2 | 6-10 years   | 2 |
| 3.3 | 11- 15 years | 3 |
| 3.4 | 16-20 years  | 4 |
| 3.5 | 21 and above | 5 |

## SECTION B

Please tick the correct answer (X)

STRONGLY AGREE= SA

AGREE= A

NEUTRAL= N

DISAGREE= D

STRONGLY DISAGREE= SD

1. Please indicate your response regarding causes of staff turnover.

| NO  | ITEM   | SD | A | N | D | SD |
|-----|--|----|---|---|---|----|
| 1.1 | I'm satisfied with the salary I'm getting in my organisation.      | 1  | 2 | 3 | 4 | 5  |
| 1.2 | In my organisation there is no opportunity for career advancement. | 1  | 2 | 3 | 4 | 5  |
| 1.3 | I'm not satisfied with working conditions.                         | 1  | 2 | 3 | 4 | 5  |
| 1.4 | Staff members are not involved in decision making.                 | 1  | 2 | 3 | 4 | 5  |
| 1.5 | There is a lack of employee assistance programmes.                 | 1  | 2 | 3 | 4 | 5  |
| 1.6 | My input is not appreciated  | 1  | 2 | 3 | 4 |    |
| 1.7 | Work boredom is the causes of staff turnover.                      | 1  | 2 | 3 | 4 | 5  |

2. Please indicate your response regarding the impact of staff turnover on organisational effectiveness in the Department of Home Affairs in Eastern Cape

|     |   |   |   |   |   |   |
|-----|---|---|---|---|---|---|
| 2.1 | High staff turnover causes too much wastage of resources when new staff settles in. | 1 | 2 | 3 | 4 | 5 |
| 2.2 | High staff turnover causes reduction in work productivity.                          | 1 | 2 | 3 | 4 | 5 |
| 2.3 | High staff turnover causes reduction in the quality of product produced.            | 1 | 2 | 3 | 4 | 5 |
| 2.4 | High staff turnover cause employee not to meet their deadlines.                     | 1 | 2 | 3 | 4 | 5 |
| 2.5 | Staff turnover causes a decline in services provision.                              | 1 | 2 | 3 | 4 | 5 |
| 2.6 | Staff turnover disrupts service delivery.   | 1 | 2 | 3 | 4 | 5 |
| 2.7 | Service provided results in loss of customers.                                      | 1 | 2 | 3 | 4 | 5 |

3. Please indicate your response regarding high staff turnover on employee's performance.

|     |   |   |   |   |   |   |
|-----|---|---|---|---|---|---|
| 3.1 | High staff turnover increases work load for each employee.          | 1 | 2 | 3 | 4 | 5 |
| 3.2 | High staff turnover increasing work stress to present workers.      | 1 | 2 | 3 | 4 | 5 |
| 3.3 | Employees are asked to work overtime because of high turnover rate. | 1 | 2 | 3 | 4 | 5 |
| 3.4 | High staff turnover breaks team work                                | 1 | 2 | 3 | 4 | 5 |

|     |   |   |   |   |   |   |
|-----|---|---|---|---|---|---|
|     | within the organisation.                                    |   |   |   |   |   |
| 3.5 | Employees spend too much time in training new staff member. | 1 | 2 | 3 | 4 | 5 |

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

|     |   |   |   |   |   |   |
|-----|---|---|---|---|---|---|
| 4.1 | Work relationship between employees must be improved. | 1 | 2 | 3 | 4 | 5 |
| 4.2 | Employees must be recognised when they achieve goals. | 1 | 2 | 3 | 4 | 5 |
| 4.3 | Employee must be paid well (reasonable salary).       | 1 | 2 | 3 | 4 | 5 |

**Thank you for your co-operation.**

**Annexure A**

W 302  
Umlazi Township  
4066  
10 November 2011

**Head of Department  
Department of Home Affairs  
Eastern Cape  
4001**

**Dear Sir**

**PERMISSION LETTER TO CONDUCT A RESEARCH**

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Your consent will be highly appreciated.

Regards

.....  
Mr. V. Mabindisa

## **Annexure B**

**COVERING LETTER TO RESPONDENTS**

W 302

Umlazi Township

4066

26 January 2012

Dear Respondents

**QUESTIONNAIRE COMPLETION: M.TECH: HUMAN RESOURCES  
MANAGEMENT**

In fulfilment of the Masters degree in Human Resources Management I am carrying out a research project at Durban University of Technology. The study is entitled: Impact of staff turnover on organisational effectiveness and employee performance at the Department of Home affairs in Eastern Cape. The purpose of this study is to help expand the body of knowledge and to determine how staff turnover impact on organisational effectiveness and employee performance. To achieve the objectives of this research the researcher needs assistance from you to fill questionnaire provided. The attached questionnaire will take about 10 minutes to complete. Please return the questionnaire after a week. Please rest assured that your responses will be treated with utmost confidentiality and will not be divulged to any other party. The researcher ensured that the information that you will provide will not be used for any other purpose except for research investigation only. Anonymity will be ensured in this research. Data from the respondents cannot be linked to a specific individual. The researcher will never injure or harm the people being studied, regardless of whether they volunteered to be part of the study or not. Privacy will be ensured in this study.

Your participation will be highly appreciated.

Regards

.....  
Mr. V. Mabindisa

**PARTICIPATION BY RESPONDENTS**

I ..... would like to voluntarily participate in your research study.

Thank you.

Regards,

Participant

## Annexure E

### Questionnaire to respondents

1. Please tick one of the correct answers with an (X).
2. Answer all questions.

### Section A: Demographic factors

#### 1. Age

|     | Year         |   |
|-----|--------------|---|
| 1.1 | 18-25 years  | 1 |
| 1.2 | 26-35 years  | 2 |
| 1.3 | 36-45 years  | 3 |
| 1.4 | 46-55 years  | 4 |
| 1.5 | 56 and above | 5 |

#### 2. Gender

|     | Gender |   |
|-----|--------|---|
| 2.1 | Male   | 1 |
| 2.2 | Female | 2 |

#### 3. Length of service

|     | Years        |   |
|-----|--------------|---|
| 3.1 | 1-5 years    | 1 |
| 3.2 | 6-10 years   | 2 |
| 3.3 | 11- 15 years | 3 |
| 3.4 | 16-20 years  | 4 |
| 3.5 | 21 and above | 5 |

## SECTION B

Please tick the correct answer (X)

STRONGLY AGREE= SA

AGREE= A

NEUTRAL= N

DISAGREE= D

STRONGLY DISAGREE= SD

1. Please indicate your response regarding causes of staff turnover.

| NO  | ITEM   | SD | A | N | D | SD |
|-----|--|----|---|---|---|----|
| 1.1 | I'm satisfied with the salary I'm getting in my organisation.      | 1  | 2 | 3 | 4 | 5  |
| 1.2 | In my organisation there is no opportunity for career advancement. | 1  | 2 | 3 | 4 | 5  |
| 1.3 | I'm not satisfied with working conditions.                         | 1  | 2 | 3 | 4 | 5  |
| 1.4 | Staff members are not involved in decision making.                 | 1  | 2 | 3 | 4 | 5  |
| 1.5 | There is a lack of employee assistance programmes.                 | 1  | 2 | 3 | 4 | 5  |
| 1.6 | My input is not appreciated  | 1  | 2 | 3 | 4 |    |
| 1.7 | Work boredom is the causes of staff turnover.                      | 1  | 2 | 3 | 4 | 5  |

2. Please indicate your response regarding the impact of staff turnover on organisational effectiveness in the Department of Home Affairs in Eastern Cape

|     |   |   |   |   |   |   |
|-----|---|---|---|---|---|---|
| 2.1 | High staff turnover causes too much wastage of resources when new staff settles in. | 1 | 2 | 3 | 4 | 5 |
| 2.2 | High staff turnover causes reduction in work productivity.                          | 1 | 2 | 3 | 4 | 5 |
| 2.3 | High staff turnover causes reduction in the quality of product produced.            | 1 | 2 | 3 | 4 | 5 |
| 2.4 | High staff turnover cause employee not to meet their deadlines.                     | 1 | 2 | 3 | 4 | 5 |
| 2.5 | Staff turnover causes a decline in services provision.                              | 1 | 2 | 3 | 4 | 5 |
| 2.6 | Staff turnover disrupts service delivery.   | 1 | 2 | 3 | 4 | 5 |
| 2.7 | Service provided results in loss of customers.                                      | 1 | 2 | 3 | 4 | 5 |

3. Please indicate your response regarding high staff turnover on employee's performance.

|     |   |   |   |   |   |   |
|-----|---|---|---|---|---|---|
| 3.1 | High staff turnover increases work load for each employee.          | 1 | 2 | 3 | 4 | 5 |
| 3.2 | High staff turnover increasing work stress to present workers.      | 1 | 2 | 3 | 4 | 5 |
| 3.3 | Employees are asked to work overtime because of high turnover rate. | 1 | 2 | 3 | 4 | 5 |
| 3.4 | High staff turnover breaks team work                                | 1 | 2 | 3 | 4 | 5 |

|     |   |   |   |   |   |   |
|-----|---|---|---|---|---|---|
|     | within the organisation.                                    |   |   |   |   |   |
| 3.5 | Employees spend too much time in training new staff member. | 1 | 2 | 3 | 4 | 5 |

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

|     |   |   |   |   |   |   |
|-----|---|---|---|---|---|---|
| 4.1 | Work relationship between employees must be improved. | 1 | 2 | 3 | 4 | 5 |
| 4.2 | Employees must be recognised when they achieve goals. | 1 | 2 | 3 | 4 | 5 |
| 4.3 | Employee must be paid well (reasonable salary).       | 1 | 2 | 3 | 4 | 5 |

**Thank you for your co-operation.**