Assessing employee turnover in the Language Services Section of Parliament of the Republic of South Africa

by

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Declaration

By submitting this thesis electronically, I declare that the entirety of the work contained therein is my own original work, that I am the sole author thereof (save to the extent explicitly otherwise stated), that reproduction thereof and publication thereof by Stellenbosch University will not infringe any third party and that I have not previously in its entirety or in part submitted it for obtaining any qualification.

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Abstract

A high employee turnover rate, where talented employees leave the institution to join other legislatures and government departments, has been experienced by the Language Services Section (LSS) of Parliament SA which is part of the Legislative and Oversight Division (LOD). This thesis evaluates why talented employees leave the LSS and explores possible retention strategies to retain talented employees. This was firstly done by reviewing literature on the concept of employee turnover. Secondly, the study evaluated possible factors that impact on employee turnover. Thirdly, the legislative environment of employee turnover within the South African context was discussed. Furthermore, the causes of employee turnover in the LSS of Parliament SA were assessed. Lastly, recommendations were made on how to retain employees in the LSS of Parliament South Africa.

The research design used to conduct the study is a qualitative case study. Unstructured interviews, a survey questionnaire and documentation were used for this study. Deductions were made by comparing the theory from the literature review with the practice in LSS in order to gain a better understanding of why talented employees leave the institution and what retention strategies can be implemented to retain them.

This study presents various reasons why employees are leaving the institution. These reasons include non-competitive salaries, ineffective recruitment and selection processes, inadequate training, a lack of career pathing and the fact that many language practitioners (LPs) reside in provinces other than the Western Cape. Many of these reasons were identified previously through an LOD Retention Strategy Project but strategies to address problems were not implemented due to the lack of a people-centred approach to talent management.

Recommendations were made that retention strategies should be implemented and that more emphasis should be placed on human resources and the development of people in order to reach the core objectives of parliament through happy and well-developed employees.

Opsomming

'n Hoë omsetkoers van werknemers waar talentvolle werknemers die instelling verlaat om by ander wetgewers en staatsdepartemente aan te sluit, is deur die Afdeling Taaldienste van die Parlement van Suid-Afrika, wat deel vorm van die Wetgewing en Oorsig Afdeling, ervaar. Hierdie tesis evalueer die redes waarom talentvolle werknemers die Afdeling Taaldienste verlaat en verken moontlike retensiestrategieë om talentvolle werknemers te behou. Eerstens is literatuur oor die konsep van werknemersomset hersien. Tweedens het die studie moontlike faktore wat werknemersomset beïnvloed, evalueer. Derdens is die wetgewende omgewing van werknemersomset binne die Suid-Afrikaanse konteks, bespreek. Verder was die oorsake van werknemersomset binne die Afdeling Taaldienste van Suid-Afrika, geassesseer. Laastens is aanbevelings gemaak oor hoe om werknemers in die Afdeling Taaldienste van die Parlement van Suid-Afrika te behou.

Die navorsingsontwerp wat vir die uitvoer van die ondersoek gebruik is, is 'n kwalitatiewe gevallestudie. Ongestruktureerde onderhoude, 'n opnamevraelys en dokumentasie is vir die studie gebruik. Afleidings is gemaak deur die teorie van die literatuuroorsig met die praktyk in die Afdeling Taaldienste van die Parlement van Suid-Afrika te vergelyk om 'n beter begrip te kry van waarom talentvolle werknemers die instelling verlaat en watter retensiestrategieë in werking gestel kan word om hulle te behou.

Die studie verskaf verskeie redes waarom werknemers die instelling verlaat. Hierdie redes sluit in nie-mededingende salarisse, ondoeltreffende werwings- en seleksiesprosesse, onvoldoende opleiding, 'n gebrek aan loopbaanbeplanning en die feit dat talle taalpraktisyns in ander provinsies as die Wes-Kaap woon. Baie van hierdie redes is voorheen deur 'n Wetgewing en Oorsig Afdeling Retensiestrategieprojek geïdentifiseer, maar strategieë om die probleme aan te spreek is nie geïmplementeer nie as gevolg van die gebrek aan 'n mens-gesentreerde benadering tot talentbestuur.

Aanbevelings is gemaak dat die retensiestrategieë geïmplementeer word en 'n groter klem op menslike hulpbronne en die ontwikkeling van mense geplaas word sodat die kerndoelwitte van die Parlement deur gelukkige en goedontwikkelde mense behaal kan word.

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CHAPTER 1: INTRODUCTION AND PROBLEM STATEMENT

1.1 INTRODUCTION

How is the retention of scarce skills ensured? One way to retain scarce skills is by understanding the concept and causes of employee turnover. According to Herzberg's two-factor theory, as cited in Ruthankoon & Ogunlana (2003: 333-341), employee turnover is affected by intrinsic and extrinsic factors.

The aim of this paper is to conduct research on employee turnover at Parliament South Africa. The legislation that informs retention and related practices will also be assessed. The Language Services Section, hereafter referred to as LSS, will be used as a case study to determine the causes of employee turnover in the LSS. The analysis of the results will be presented and recommendations will be made with regard to employee turnover.

This chapter includes a short background on Parliament and the LSS in particular. The concept of turnover is explained and the rationale, problem and objective of the study, together with the research design and methodology, are discussed. Lastly, an overview is given of the content of each chapter.

1.2 BACKGROUND

The mission of Parliament South Africa is to represent and act as the voice of the people in fulfilling its constitutional functions of passing laws and overseeing executive action (Parliament South Africa Annual Report, 2010 (a)). The primary function is thus to smooth the progress of governance by the citizens by means of effective participation, democracy and accountability. Consequently, the key objectives of Parliament are to put into effect legislation, to play a significant role in oversight responsibility and to advance corporate governance (Parliament South Africa Annual Report, 2010).

According to the Parliament of South Africa Annual Report (2010 a), the above mentioned objectives will enable Parliament to:

- Manage local participation;
- Pass bills;
- Examine reports;
- Systematise international participation;
- Administer the appointment of office bearers; and
- Undertake legal practices.

The above-mentioned objectives can be reached if Parliament provides support and administration to members of Parliament through the different divisions of Parliament. Parliament consists of nine divisions: Corporate Services, Human Resources, Institutional Support, Legislation and Oversight, National Assembly (NA), National Council of Provinces (NCOP), Office of the Speaker of the NA, and Office of the Chairperson of the NCOP. Each division has different sections with various units. The Language Services Section (LSS) is part of the Legislation and Oversight Division (LOD), the most significant division of Parliament because this particular division makes procedural services available and it offers language and administrative services to Parliament. It is the responsibility of the LOD to introduce the bills and to report, interpret and translate the minutes and debates.

1.3 PROBLEM STATEMENT

South Africa is a multilingual society, as stated by its Constitution. High employee turnover is currently experienced by the LSS of Parliament which is largely staffed by individuals who reside in other provinces. The LSS, of necessity, employs black professionals as they are the South Africans who speak indigenous African languages as mother tongue. As a result, the ability to speak indigenous African languages, combined with academic qualifications and race, result in such individuals being in high demand.

Furthermore, the skills of the language practitioners (LPs) of the LSS – which include interpreting speeches, reporting and translating Parliamentary debates in the Hansard department – are considered scarce skills as these skills can only be acquired through being

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employed by Parliament or the nine legislatures (Commonwealth Hansard Editors Association, 2008). Language practitioners working in the LSS, which consists of the *Hansard reporting unit* (the official verbatim report of debates in Parliament), the *translation unit* and the *interpreting unit*, are trained when they are appointed to fulfil the role of reporting, interpreting and translating speeches made by members of Parliament (Parliament of the Republic of South Africa, 2010 a). This section experiences an employee turnover that is alarming. For example, 28 members in the LSS resigned between the period of 1 October 2007 and 30 September 2008. According to the Human Resource (HR) Department of Parliament of the Republic of South Africa (2010), the LSS has a staff complement of 129 (Moorad, 2010). Hence, this represents a staff loss of 21,7%. It would not be an exaggeration to suggest that such a high rate of resignation in a 12-month period is cause for concern. According to the HR department the following table is a summary of resignations of language practitioners between 2007 and 2011(Moorad, 2010)

Table 1.1: Termination reason – LOD

Division	Section	Termination reason	06/07	07/08	08/09	09/10	10/11	Grand total
LOD	LANGUAGE SERVICES	Deceased	1		3			4
		Gross misconduct		1				1
		Resignation	10	10	18	11	2	51
		Retirement		1				1
	LANGUAGE SERVICES Total		11	12	21	11	2	57
Grand total			11	12	21	11	2	57

The above situation is disconcerting for the LSS and for Parliament for various reasons. Firstly, Parliament South Africa loses millions of rand annually. Parliament has incurred an unbudgeted expense as a result of the processes of recruitment and selection required to fill

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the vacant posts. According to Cascio, as cited in McKinney, Bartlett & Mulvaney (2007: 55-74), employee turnover involves separation costs that include separation pay (for example, terminal vacation pay, unused sick pay and other fringe benefits), exit interviews and administrative functions as well as replacement costs (which include advertising the available job, screening applicants, interviews, miscellaneous interview expenses, reference checks and pre-employment testing) and the costs involved in appointing new staff (such as moving costs) and additional incentives. Another unbudgeted expense incurred is the need for training that is tailored to the specific requirements of the LSS work environment, as cited in McKinney, Bartlett & Mulvaney (2007:55-74).

In addition, the indirect costs associated with employee turnover are defined as reduced productivity and an increase in overtime work and payment to those employees who stay at the organisation (Hinkin & Tracey, 2000: 14-21; Tziner & Birati, 1996: 113-122). According to Hinkin & Tracey (2000: 14-21), indirect costs, like loss of productivity and low morale, are high and can be seen as a significant component of turnover. Employee turnover results in a definite decrease in the quantity of output and poor service delivery as there are fewer language practitioners to do the work. It also leads to a decrease in the quality of output (especially if the resigning staff member is an experienced language practitioner) as an LSS staff member's departure is tantamount to a departure of scarce skills because Hansard application takes place only at Parliament and the nine legislatures (Commonwealth Hansard Editors Association, 2008). The reduction of productively disturbs the smooth running of the work.

Lastly, as substantiated by Tziner & Birati (1996: 113-122); Hinkin & Tracey (2000: 14-21), high employee turnover leads to a low morale of those language practitioners who stay behind at the institution as those employees who stay in the LSS of Parliament feel the need to leave the institution as their workload is often bigger. The newly appointed staff member must be trained and find it difficult to adapt to the institution immediately. This also impacts negatively on the morale of the staff.

1.4 RESEARCH QUESTION AND OBJECTIVES

Provision has been made to accommodate all eleven languages in South Africa. Hence, people residing in places across South Africa have been employed to reach this objective. From 2007 to 2010 an amount of 51 employees voluntarily left which is an alarming amount of employees. The research question is therefore:

What are the causes of the high employee turnover in the LSS of Parliament South Africa?

To address this question, the objectives of this study are as follows:

- To explore literature on the concept of employee turnover;
- To evaluate possible factors that impact on turnover;
- To discuss the legislative environment of employee turnover within the South African context;
- To determine the causes of employee turnover at the LSS of Parliament; and
- To make recommendations on how to retain employees at the LSS of Parliament.

1.5 RESEARCH DESIGN AND METHODOLOGY

This is an empirical study based on the use of a case study. This qualitative study will include both secondary and primary data.

Existing literature will be explored to gain an understanding of the variables and to establish what interaction of factors cause employee turnover. The aim is to find an explanatory framework. The possible causes of employee turnover according to the literature will then be evaluated by using a case study. A convenient sample, the LSS of Parliament South Africa, will be used to collect data. The LSS will be the focus of investigation because the researcher has access to this section and is currently an employee of Parliament South Africa.

The methods of data collection include a literature review, interviews and semi-structured, open-ended questionnaires. Questionnaires will be issued to language practitioners in the LSS of Parliament in order to get insight into the possible causes of employee turnover. Semi-

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structured, open-ended interviews will provide the researcher with a comprehensive look at the organisational culture.

The researcher will thereafter analyse and evaluate the data to obtain an understanding of the possible factors causing high employee turnover in the LSS. The data will also guide the researcher in making recommendations in terms of retention strategies.

1.6 DEFINITION OF KEY CONCEPTS

1.6.1 Employee turnover

Price defines employee turnover as the "entrance of new employees into the organisation and the departure of existing employees from the organization" (Price, 1989: 462). The researcher will use the term *departure of existing employees* interchangeably with voluntary separation or exit.

1.6.2 Job satisfaction

Churchill, Gilbert, Ford, Hartley & Walker (1974: 225) define job satisfaction as "all characteristics of the job itself and the work environment which employees find rewarding, fulfilling and satisfying, or frustrating and unsatisfying". Job satisfaction is perceived as an affective or emotional response to the job done by an employee's comparison of the true results achieved with the results the employee expects from the job environment. Job satisfaction is the extent to which people enjoy their jobs (Hirschfeld, 2000: 255-270).

1.6.3 The Language Services Section (LSS)

The Language Services Section (LSS) forms part of the Legislation and Oversight Department (LOD). This division of Parliament makes procedural services available and it offers language and administrative services to Parliament. The key tasks of the LOD are to facilitate legislation and oversight functions and to facilitate record and publish proceedings (Parliament of the Republic of South Africa, 2011:1). The LSS consists of the Hansard reporting unit, the translation unit and the interpreting unit (Parliament of the Republic of South Africa, 2011:1).

1.6.4 Extrinsic factors

Extrinsic factors are external to the job, such as job satisfaction, pay, the job, career promotion, management and fairness, and reflect the context of the job. Extrinsic factors are the external benefits provided to the staff member by the organisation. These factors are not controlled by the employee. These factors are crucial in creating employee satisfaction.

1.6.5 Intrinsic factors

Intrinsic factors are internal, such as achievement, recognition and advancement (Armstrong, 2006: 254).

1.7 OUTLINE OF CHAPTERS

The chapter outlines below provide a guide to the content of the various chapters in the thesis.

Chapter 1: Introduction and problem statement

This chapter provides a background to the LSS of Parliament South Africa and the problem of employee turnover. Furthermore, it explains the rationale, the problem and the objectives of the study. It provides a discussion on the research design and the methodology. Lastly, the tone for this document is set by this chapter as it provides an explanation of the chapters that follow.

Chapter 2: Conceptualisation of employee turnover

This chapter reviews literature on the concept of employee turnover and related topics. Definitions of employee turnover are provided. Literature of the public as well as private sector on employee turnover is examined to obtain a better understanding of the concept of employee turnover. Various models on employee turnover are also reviewed. Lastly, possible strategies on retaining employees are discussed.

Chapter 3: Contextual framework – Language Services Section of Parliament South Africa

Chapter 3 reviews all significant legislation and relevant documentation with regard to employee turnover management pertaining to the LSS of Parliament. This documentation includes:

The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996)

White Paper on Human Resources Management in the Public Service, 1997

Basic Conditions of Employment Act, 1997 (Act No. 75. of 1997)

Department of the Public Service and Administration Retention, 2006

Parliament of South Africa: Policy on Promotion (2006)

Parliament of South Africa: Policy on Performance Management (2006)

Parliament of South Africa: Policy on Career Management (2006)

Parliament of South Africa: Policy on Recruitment and Selection (2006)

Parliament of South Africa: Policy on Retention (2006)

This study focuses on the LSS. Permission to do the research was obtained from the Secretary of Parliament.

Chapter 4: Case study – LSS of Parliament South Africa

Chapter 4 provides a background to Parliament as an institution as well as a background to turnover management within LSS/Parliament. The relevant documentation discussed includes:

Human resource plans

An analysis of exit interviews

Retention strategies of Parliament.

Chapter 5: Research design and methodology

Chapter 5 provides a description of the procedure of data gathering. The results of the interviews with HR officials are analysed and described. The results of the questionnaire completed by language practitioners are also analysed and described. This chapter also provides a summary of the findings.

Chapter 6: Conclusions and recommendations

Chapter 6 provides recommendations in terms of the findings. These recommendations include improvements to current practices and systems implemented in order to improve job satisfaction. The thesis concludes with a summary of the key issues dealt with in this research.

CHAPTER 2: CONCEPTUALISATION OF EMPLOYEE TURNOVER

2.1 INTRODUCTION

In this chapter, literature on employee turnover and related aspects is reviewed. The views of various authors and previous research done in the field of employee turnover will be discussed.

Firstly, various definitions of employee turnover will be given in order to achieve greater understanding of aspects of turnover and to reveal inconsistencies and shortcomings. Secondly, different models on employee turnover will be examined. This includes the image theory, the unfolding model and job embeddedness. Thirdly, the extrinsic as well as the intrinsic causes of employee turnover will be discussed comprehensively. The extrinsic factors that will be discussed include job satisfaction, pay, the job, career promotion, management and fairness. The intrinsic factors that will be discussed include job fit, personality, and demographic factors like age, gender and marital factors. Literature on the organisational implications of turnover will be reviewed in order to accentuate the effect of turnover on organisations. Lastly, strategies to retain employees will be focused on.

In the following section various definitions will be reviewed to gain broader insight into the concept of employee turnover from an organisational as well an individual perspective.

2.2 DEFINING AND UNDERSTANDING EMPLOYEE TURNOVER

Employee turnover is described as employees who have left, are leaving and will leave an institution for various reasons (Grobler, Warrnich, Elbert & Hatfield, 2006: 125). A similar definition is provided by Morrell, Loan-Clarke & Wilkinson (2001: 4) who state that turnover means voluntary cessation of membership of an organisation by an employee of that organisation.

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Another study suggests that employee turnover is the rotation of workers around the labour market, between different companies, occupations and jobs, and also between states of employment and unemployment (Abassi & Hollman 2000: 333-342). Employee turnover is defined by Price (1989: 462) as being both "the entrance of new employees into the organisation and the departure of existing employees from the organisation". Each time a position is vacated, either voluntarily or involuntarily, a new employee must be hired and trained and this replacement cycle is known as turnover, according to Woods, as cited in Ongori (2007: 49).

In most instances, the bulk of employee turnover is represented by voluntary turnover. To understand turnover, it is important to understand that there are different types of turnover that impact on the organisation. The different types of turnover will be discussed in the following section.

2.2.1 Types of employee turnover

2.2.1.1 Voluntary turnover

When employees leave an organisation at their own discretion, it is referred to as voluntary turnover (Dess & Shaw, 2001: 446). It is initiated by the choice of the employee. A similar definition is given by Shaw, Delery, Jenkins & Gupta. 1998 (1998: 511), stating that "An instance of voluntary turnover, or a quit, reflects an employee's decision to leave an organisation, whereas an instance of involuntary turnover, or a discharge, reflects an employer's decision to terminate the employment relationship". According to Lee & Mitchell (1994: 51-89) who study voluntary turnover, it can be affected by a lack of job satisfaction, job stress as well as alternative opportunities. It is thus important to consider attractions such as alternatives when looking at voluntary turnover. However, voluntary turnover can be predicted and, in turn, be controlled.

2.2.1.2 Involuntary turnover

Shaw, Delery, Jenkins & Gupta (1998: 511) define involuntary turnover as "... *an instance of involuntary turnover, or a discharge"* that "reflects an employer's decision to terminate the employment relationship". According to Ferguson & Ferguson (1986: 43-44), involuntary

turnover includes retirement, death and dismissal. Ferguson & Ferguson, (1986: 43-44) further state that turnover initiated by the employee – such as resigning to take care of a terminally ill family member or accompanying a spouse to another area – should also be considered as involuntary as it includes reasons over which the employee has no control. Another definition states that involuntary turnover includes the need to cut costs, restructure or downsize due to reasons which are independent of the affected employee(s), as explained by Cappelli (1992: 203-217). This represents a decision or choice made by the employer.

It appears that the distinction between voluntary and involuntary turnover is important but not straightforward (Van den Berg & Nelson, 1999: 1313-1336). Reasons for turnover may be misinterpreted. Employees leaving an organisation may wish not to disclose the real reasons for leaving as they are dependent on the organisation for future reference, and this would of course only come to light during the exit interviews. These and other factors dilute the clear-cut distinction between voluntary and involuntary turnover. According to Campion (1991: 199-212), interviewers may not want to put the organisation or the employee in a bad light.

2.2.1.3 Avoidable and unavoidable turnover

It is also important to distinguish between avoidable and unavoidable turnover as this too will determine the intervention needed to address the issue of employee turnover (Morrell, Loan-Clarke & Wilkinson, 2001: 4). Unavoidable turnover results from life decisions that extend beyond an employer's control, such as a decision to move to a new area or a job transfer for a spouse. Avoidable turnover is something organisations can prevent by hiring, evaluating and motivating their employees more effectively. It is important to determine whether the organisation is dealing with voluntary turnover that could have been prevented. Such information is important as it will direct the organisation to the type of intervention needed to enhance the retention of employees (Morrell, Loan-Clarke & Wilkinson, 2001: 4).

According to Mobley, the phenomenon of turnover is psychological, organisational and costly, as cited in Morrell, Loan-Clarke & Wilkinson (2001: 15). There is presently no accepted model for understanding the process of turnover as a whole. A variety of factors are used to evaluate the causes of employee turnover. This includes personal factors, job content factors, work environment factors and external factors.

As discussed above, it is clear that various definitions and types of turnover exist. The following section assesses different models of turnover.

2.2.2 Models of employee turnover

Over the years, a significant amount of research has been done on employee turnover to investigate aspects of employee turnover like causes and retention strategies. As a result, different models or designs have been promulgated. The first model was presented by March and Simon in 1958. Different models which include different aspects of turnover followed, such as the unfolding model which focuses on decisional aspects (Hom & Griffeth, 1995, as cited in Ongori, 2007: 49). The following models of employee turnover, namely the image theory, the unfolding model and the theory on embeddedness, will be discussed.

2.2.2.1 Image theory

The image theory was created by Lee Roy Beach and it explains the way in which employees process information when making a decision through different images (Beach, 1990: 3-10). The fundamental principle of this theory is that individuals leave an organisation after having assessed the reason for quitting. Beach (1990: 3-10) suggests that individuals do not have the cognitive ability to thoroughly analyse all incoming information. Hence, they simply compare it with more heuristic-type information – in other words, they learn from their own experience.

The image theory suggests that decision-makers use three knowledge arrangements (images) to arrange their thinking about decisions. According to this theory, some incoming facts (for example, a job offer) will be compared to these images. The first image is the value image which refers to the employee's set of significant beliefs and values concerning the job. Secondly, the employee can compare the facts or information with the trajectory image which refers to the person's particular goals that determine job behaviour. Lastly, the employee may compare the facts or information with the strategic image which refers to the strategies and methods that the person views as vital in reaching job-related goals. If the incoming information has an alternative that is attuned with the images, the person will then compare

the alternative with what he or she presently has. If the individual has more than one compatible alternative, he or she will further analyse the options.

2.2.2.2 The unfolding model

Lee, Mitchell, Wise & Fireman (1996: 5-36) state that the unfolding model views incoming information as shocks (pregnancy, alternative job offers, etc.). This theory suggests that internal or external shocks will lead the individual to leave an organisation because the situation (shock) compels the employee to leave. This model introduces five paths that will lead to turnover. In Path 1, the shock activates a pre-existing writing or script with which the individual connects and this causes the individual to leave the organisation without considering an alternative or the individual's connection with the organisation. Path 2 has a shock that triggers the person leaving, without thinking of other job alternatives. With Path 2, there is no existing script that determines the decision (Lee, Mitchell, Wise & Fireman, 1996: 5-36). The incoming information is perceived as a violation of the person's values, objectives and strategies. Path 3 includes a shock that triggers an assessment of the images of the job he or she currently has, provided the information in the shock is not in tune with the images. This path leads to intentional job search. The last two paths do not have shocks. Path 4 explains a situation where the person's job satisfaction is so low that the person leaves without having an alternative. With Path 5, the person's job satisfaction is low and this leads to job search, an assessment of alternatives, the intention to leave and, subsequently, turnover (Lee, Mitchell, Wise & Fireman, 1996: 5-36).

The five paths of the unfolding model can best be summarised as follows:

	Initiating event	Reassessing attachments	Relative satisfaction	Alternate job search	Time of decision	Proportion of departures
Path 1	Disruption ("Shock")	No, since and alternate plan is often already in place	High (not relevant to the decision to leave)	No	Very short	Approximately 5%

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Path 2	Disruption ("Shock")	Yes	Medium/low	No-shock is to great as to trigger leaving without a job search	Short	Approximately 5%
Path 3	Disruption ("shock")	Yes	Medium/low	Yes	Long	55% to 65%
Path 4a	Accumulated dissatisfaction	Yes	Low	No	Medium	Approximately 5%
Path 4b	Accumulated dissatisfaction	Yes	Low	Yes	Long	20% to 30%

2.2.2.3 Embeddedness

According to Feldman & Ng (2007: 350-377), embeddedness refers to a number of forces that creates a feeling in people that they cannot leave an organisation. Embeddedness implies that a number of forces link an employee in a psychological and social web that includes the job-related environment as well as non-work environment (Feldman & Ng, 2007: 350-377). The more connected the person is in the web, the more that person is attached to the job and the organisation.

The decisive aspects of job embeddedness are referred to as links, fit and sacrifice, and they are critical both on and off the job (Mitchell, Holtom, Lee, Sablynski & Erez, 2001: 1104-1105). According to Feldman and Ng (2007: 350-377), the three aspects are links to other people or activities, the fit with the other aspects in their life and the easiness with which links can be broken, particularly if they have to move to another location.

The above models discuss certain processes and causes of employee turnover, but the next section reviews the causes in greater detail.

2.3 CAUSES OF EMPLOYEE TURNOVER

2.3.1 Extrinsic factors

Extrinsic factors are factors that reflect the context of the job. These factors are controlled by someone or things external to the employee. These extrinsic factors include job satisfaction, pay, the job, career promotion, management and fairness.

2.3.1.1 Job satisfaction

Churchill, Gilbert, Ford, Hartley & Walker (1974: 225) define job satisfaction as "all characteristics of the job itself and the work environment which employees find rewarding, fulfilling and satisfying, or frustrating and unsatisfying". Weiss, Dawis, England & Lofquist, as cited in Rothman & Coetzer (2002: 29), state that employees want to achieve correspondence with the environment. Correspondence with the environment is when "the individual's fulfilling the requirements of the environment, and the environment's fulfilling the requirements of the individual" (Cook, Hepworth, Wall & Warr, as cited in Rothman & Coetzer, 2002: 29). This means that individuals will be satisfied with the job when their expertise, abilities, knowledge and skills are utilised by the organisation and when the organisation grants opportunities of advancement and rewards (Dawis, 1992: 69-88).

Job satisfaction is thus concerned with an employee's perception and assessment of the job which is affected by the employee's unique circumstances such as needs, norms and values, and expectations. If an employee has a need for career advancement, the job will be assessed in terms of how that particular need is being addressed or met. Employees will, therefore, assess the job in terms of factors which they perceive as being essential for them (Sempane, Rieger & Roodt, 2002: 23-30). It is clear that job satisfaction is affected by numerous job-related factors, such as pay, benefits, relationships with supervisors, working conditions and advancement (Sloane & Williams, 2000: 473-502).

Much research has been done on employee turnover and it has been shown that when people are not satisfied with their jobs they tend to leave. According to Spector (1997: 62), there is a strong link between job satisfaction and employee turnover. If the job satisfaction level is generally low, the employee turnover will be high. Hence, it is clear that more attention should be paid to turnover by institutions because "people who dislike their jobs will try to find alternative employment" (Spector, 1997: 62).

2.3.1.2 Pay

Pay refers to the sum of financial reimbursement the employee receives and the extent to which the particular compensation is seen to be fair (Smith, Kendall & Hulin, 1969). According to Luthans (1995: 127), "wages and salaries are recognized to be a significant, but complex, multi-dimensional predictor of job satisfaction". According to Smith, Kendall & Hulin (1969), employees are satisfied with the compensation when the current pay is better than the desired pay. Armknecht & Early (1972: 31-37) discovered that the most significant factor determining voluntary separation is the level of earnings.

However, despite the fact that there is ample proof of a relationship between turnover rates and pay levels, other factors need to be considered such as fairness in the administration of pay, differences in the importance of pay and the outcomes of performance pay systems (Heneman & Judge, 2000: 85). Where wage policies are poorly designed and where salaries are not competitive, turnover is higher (Burgess, 1998: 55-58). Additionally, Ulrich, as cited in Borstorff & Marker (2007: 14-27), states that soft benefits such as flex-time and flex-hours have helped firms maintain employee commitment.

Berkowitz (1987: 544-551) indicates that the relationship between job satisfaction and pay is not strong. According to Spector (1997: 62), fairness in administration of pay results in satisfaction with pay. According to Atchison (1999: 18-23), pay increases only temporarily solve the problem of low levels of satisfaction.

2.3.1.3 The job

Sharma & Bhaskar (1991: 23-24) note that the actual job done by employees and the nature of the job given to the employee has a direct influence on job satisfaction. According to Gately, as cited in Aamodt (2004: 326), it is evident that employees that enjoy their work are employees that are truly interested in their jobs.

Factors that increase job satisfaction comprise job importance (job contributes to the core objectives of institution); autonomy (independence), control (self-governance of procedure), challenge (more challenging work), and receiving support and encouragement from supervisors. Sharma & Bhaskar (1991: 23-24) state that if the work involves variety, is challenging, leaves room for using one's own discretion and ability, the person performing the job most probably experience job satisfaction. Culpin & Wright (2002: 784-801) had found in a study that employees enjoy job enlargement and responsibilities. Employees are satisfied when more responsibilities and more challenging work are given.

Aamodt (1999: 380) says that job satisfaction is impacted by opportunities for growth and challenge. It is also influenced by the prospect of accepting responsibility. Work that challenges employees mentally is satisfying (Tziner & Latham, 1989: 145-153). Accordingly, Robbins (1998: 152 (b)) posits that "under conditions of moderate challenge, most employees will experience pleasure and satisfaction." Tziner & Latham, (1989: 145-153) also state that employees desire jobs that give them opportunities to utilize their abilities as well as skills and jobs that offer different tasks, autonomy. They further state that feedback with regard to performance is appreciated by employees. However, factors that reduce job satisfaction comprise the occurrence of unyielding procedures, use of scrutiny, shortage of resources and limited control over procedures (Blum, Gilson & Shalley, 2000: 215-224).

2.3.1.4 Career promotion

According to Bajpai & Srivastava (2004: 89-99), promotion offers prospects of growth and career advancement. Fair promotion policies are important to employees (Robbins, 1989: 152 (a)). Robbins (1989:152 (a)) maintains that employees seek promotion policies and practices that they perceive to be fair and unambiguous, and in line with their expectations. According

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to Friday & Friday (2003: 426-442), satisfaction with promotion determines employees' attitudes toward the organisation's promotion policies and practices. In addition to this, Bajpai & Srivastava (2004: 89-99) postulate that promotion provides employees with opportunities for personal growth, more responsibilities and also increased social status. Research indicates that employees who observe that promotion decisions are made in a fair and just manner are most likely to experience job satisfaction (Pergamit & Veum, 1999: 21).

2.3.1.5 Management

Borstorff & Marker (2007: 14-27) state that the relationship between managers and employees influences employees' decision to stay in a job. Research shows that supervisors and managers have an important impact on employee turnover. The length of time that employees stay in an organisation is largely determined by the relationship between employees and their managers (Dobbs, 2001: 1).

Employees value certain factors about managers. Firstly, Taylor (2002: 26-31) notes that employees desire managers who know and understand them, and who treat them justly. Employees also prefer managers who can be trusted. If employees feel that their managers are fair, reasonable and supportive, levels of job satisfaction increase. Secondly, if the manager shows interest in the well-being of employees and is supportive and sensitive towards employees emotionally, employee job satisfaction increases (Egan, Yang & Bartlett, 2004: 279-301). Furthermore, autonomy is valued by employees and decreases turnover.

When employees are supported by their managers they are less likely to leave an institution. According to Chieffo (1991: 15-15) employees who are allowed by managers to take part in decisions that influence their jobs tend to stay. Lastly, employees have the need to participate in decision making regarding matters that concern them. There seems to be a strong link between participation in decision-making and job satisfaction, service delivery and decreased turnover rates, according to Bishop & Scott, as cited in Aamodt (2004: 107-111).

2.3.2 Intrinsic factors

According to Armstrong, the intrinsic motivating factors are "factors that influence people in a certain way such as responsibility, autonomy, interesting and challenging work and opportunities for advancement" (Armstrong, 2006: 254). The intrinsic factors discussed below include job fit, personality, age, gender and marital status.

2.3.2.1 Job fit

According to Grobler, Carell, Elbert, Hatfield, Marx & Van der Schyf (1998: 174), the process of selecting is about the fit between the applicant and the job. Grobler *et al.* (1998: 174) reveal that levels of job satisfaction will increase if there is a good fit between the applicant's personality and the job. It is important that there is a good fit between what the applicant wants and what the institution needs. "Almost half of the employees who voluntarily quit their jobs within a year cited a wrong fit as the reason to leave" (Grobler *et al.*, 1998: 174). Therefore, a mismatch between what employees want and what employees get can only be solved through turnover or a transfer which can be costly as it probably involves staff training. According to Grobler *et al.* (1998: 174), candidates who accept a position in an organisation and who cannot marry their value system with that of the organisation usually do not stay long or they are not productive. Baron (1993: 218) states that "a happy worker is a productive worker".

2.3.2.2 Personality

Dispositional variables are seen as personality attitudes, characteristics, preferences, motives and needs that lead to the tendency to respond to a situation in a predetermined way (House, Shane & Herold, 1996: 203-224). These authors also conclude that attitude towards work are determined by individual attributes, although situationists Davis-Blake & Pfeffer (1989: 385-400) argue that job characteristics, the world of work and organisational situations, affect people more than individual differences. According to Weiss & Cropanzano (1996: 1-74), personality might affect the experience of emotional happenings at work which, in turn, may influence job satisfaction.

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Staw, Bell & Clausen (1986: 56-77) state that an individual's emotional state predicts satisfaction level over time and across different circumstances. An emotionally maladjusted employee is more likely to be dissatisfied in all situations. Since this discovery there has been much interest in the link between job satisfaction and individual dispositions. Industrial psychologists did not see the usefulness of character measures in predicting job satisfaction (Guion & Gottier, 1965: 135-164). It appears that personality does indeed have an impact on job satisfaction.

2.3.2.3 Demographic factors

Demographic factors include variables like age, job level, gender, marital status, the number of dependants and tenure. Some of these factors will be briefly discussed below.

Age

The impact of the aging workforce on organisations is a research area which has become increasingly important, mainly due to legislation like the Labour Relations Act, 1995 (Act 66 of 1995) which practically outlaws mandatory retirement (Kacmar & Ferris, 1989: 201-207; Robbins, Odendaal & Roodt, 2003: 27).

According to Robbins *et al.* (2003: 27), HIV and Aids have a negative effect on turnover. This means that in South Africa, organisations will have an aging workforce because there will be a decrease in the number of young employees entering the work environment due to HIV and Aids. Employers are thus forced to value the abilities and skills of an older work force. The reality of an older workforce, however, also impacts on organisational variables such as productivity, turnover and absenteeism (Robbins *et al.,* 2003: 45).

Nevertheless, according to Okpara (2004: 327-338), there is a relationship between age and job satisfaction. Research shows that older people are generally more satisfied with their jobs than younger people (Martocchio, 1989: 409-414). Older employees are more content and satisfied with their jobs for reasons which include commitment to family (Martocchio, 1989: 409-414). However, other studies reveal that the relationship between the two variables is not significant (Alavi & Askaripur, 2003: 591-599; Carr & Human, 1988: 60-67; Kacmar & Ferris: 1989: 201-207, Siu, 2002: 218-229).

Gender

The research on gender is inconsistent and there are studies that reveal no fundamental difference in the level of job satisfaction and gender (Billingsley & Cross, 1992: 453-472; Ngo & Tsang, 1998: 251-267; Wahn, 1998: 256-268).

Marital status

Married employees are generally more satisfied with their jobs (Chambers, 1999: 69-75; Loscocco, 1990: 152-178; Robbins *et al.,* 2003: 45). Robbins *et al.* (2003: 45) postulates that marriage imposes increased responsibilities that make a job more valuable and important, therefore married employees are less likely to leave their jobs.

The causal connection between marriage and job satisfaction, however, remains unclear as it is possible that unmarried employees might also report high levels of job satisfaction, given that turnover is dependent on different factors.

Research shows that there are various reasons for employee turnover, as discussed above. However, in most cases employee turnover is avoidable and institutions must understand the reasons why employees leave in order to control the costs associated with turnover. Such costs include hiring and replacement costs. The next section discusses separation costs.

2.4 SEPARATION COSTING

Studies have been done on employee turnover and the widespread interest in the field can be ascribed to the negative consequences of employee turnover associated with separation costing.

Separation costs are the costs that an organisation incurs with regard to employees leaving the organisation and the subsequent hiring and replacement of such employees. According to Blake (2006: 1-4), employee turnover is one of the largest and main costs of organisations. Yet, most organisations also see this as an unknown cost. Taylor (2002: 26-31) states that unwanted employee turnover is one of the most costly issues experienced by organisations.

Mitchell, Holtom & Lee (2001: 96) agree and state that excessive employee turnover is expensive.

Employee turnover has both direct and indirect costs consequences. The direct cost of turnover includes time as well as the expense incurred for recruitment, selection and for the training of new employees Jones, as cited in Hawkes (2001: 1), states that cost components such as recruiting, interviewing, hiring, processing, orienting, training, supervision and overtime paid to other associates to cover for the person who left, represent the direct costs of turnover. According to Mitchell, Holtom & Lee (2001: 96), the direct costs of turnover can be divided into two areas: separation costs and replacement costs. Separation cost includes severance pay, the costs of exit interviews, fees for outplacements and litigation costs in the case of involuntary separation. Replacement costs include advertising, recruitment, selection, induction, training, travel and relocation costs.

Hinkin & Tracey (2000: 14-21) state that indirect costs are higher than direct costs. However, it is difficult to quantify and to attach a financial value to indirect costs, but they are real. Indirect costs include increased workloads, reduced productivity, low employee morale, and overtime expenses for existing employees. According to Hinkin & Tracey (2000: 14-21), loss of productivity is one of the largest costs of turnover. According to Kaye & Jordan-Evans (2000: 2), "the cost of replacing lost talent is 70 to 200 percent of that employee's annual salary".

The costs incurred by employee turnover are one of the most wasteful expenditures in any organisation. In a few cases, the employer has control over why the employee is leaving the organisation. To implement the most appropriate employee turnover reduction strategies, management needs to identify the causes of employee turnover. Once this has been done, appropriate retention strategies can be considered and implemented. Below follows a discussion on possible retention strategies that can address employee turnover.

2.5 ORGANISATIONAL RETENTION STRATEGIES

Employees leave organisations for different reasons. Some of these reasons are unavoidable and are totally beyond the control of the management of the organisation. Other reasons are

avoidable and can be controlled by management. Therefore, employee retention management is vital. Staff retention is best achieved through a partnership between line managers and human resource components (Department of Public Service and Administration Retention Guide, 2006: 23). Ultimately, human resource managers must work together with line managers to retain talented employees. This will reduce the cost of replacing staff members.

Different strategies can be used to retain employees and various key factors can be used to address the challenges of high employee turnover. It is important to understand and address the needs of employees in order to retain vital skills. The best way to ensure employee retention is to understand the needs of employees (Kaye, 2000: 2). The needs experienced by employees and organisational imperatives for retention will now be discussed.

Firstly, there is the need for flexible pay and employment practices. Employees tend to stay with organisations that have implemented good employment practices and that offer flexible remuneration systems. The Department of Public Service and Administration (2006: 23) suggests that pay must be aligned with pay scales nationwide.

Secondly, opportunities for career development are believed to be one of the key factors that affect employee retention. It is believed that if an organisation wants to strengthen its relationship with employees it must pay attention to employee development (Hall & Moss, 1998: 22-37). According to Butler & Waldroop (2000: 179-203), this includes opportunities for promotion as well as for skills development.

Thirdly, employees also have a need to do challenging work that is both exciting and interesting. The study of Horwitz, Heng & Quazi (2003: 34) states that challenging work is important to retain employees. Employees have the need to do work that is stimulating and on the leading edge of the sector. "Jobs should be designed to maximise skill variety, task significance, autonomy and control" (Armstrong, 2006: 397). Managers must ensure that the work is challenging and that sufficient resources are available to meet the demands of the job (Department of Public Service and Administration, Retention Guide: 2006:23).

Fourthly, employees have a need for growth and they want to develop their skills. Employees have the need for personal growth, for example training, mentoring, personal development plans and growth plans. According to the Department of Public Service and Administration, (2006:23) it is crucial that employees are empowered through training and skills development to meet the standards of their respective jobs.

Lastly, there is a need for social networks and peer group relations. Cappelli (2001: 27-50) states that loyalty to one's co-workers is an effective way to retain people. Open, appealing and engaging interaction with peers creates opportunities for learning from colleagues, excellent relations with the leadership of the organisation as well as fair employment customs.

2.6 CONCLUSION

The various definitions of employee turnover indicate that turnover does not only include the voluntary termination of employment but also the involuntary cessation of membership of an organisation. Hence, employee turnover is both the entrance into and the departure of employees from an organisation. The definitions of turnover further indicate that employee turnover can be avoidable as well as unavoidable as managers in some cases have control over turnover.

There are various models of turnover over and above the different definitions of turnover. The image theory suggests that voluntary turnover takes place after an employee has assessed the reason for quitting. Employees use three images to compare information. The three images are the value image, the trajectory image and the strategic image. The unfolding theory implies that shocks will cause the individual to terminate employment. The model has five paths that lead to turnover. Embeddedness involves a number of forces that cause a feeling of connectedness. The more connected the employee, the more attached the employee is to the organisation.

People leave organisations for different reasons. The extrinsic factors reflect the context of the job and encompass job satisfaction, pay, the job, career promotion, management and fairness. The intrinsic factors depend on the individual and encompass job fit, personality and demographic factors like age, gender and marital status.

Extensive research has been conducted on employee turnover as a result of the high costs associated with employee turnover. The direct costs that the organisation incurs – such as exit costs, recruiting, interviewing, hiring, orientation and training – impact negatively on the organisation. Indirect costs comprise increased workloads, reduced productivity and low employee morale. These costs represent huge losses for the organisation, which can be avoided if proper retention strategies are implemented.

In order to have effective retention strategies the organisation must understand the needs of its employees. Employees have the need for autonomy, flexible pay and employment practices, challenging work, growth and development, and involvement in social networks.

CHAPTER 3: CONTEXTUAL FRAMEWORK – LANGUAGE SERVICES SECTION OF PARLIAMENT SOUTH AFRICA

3.1 INTRODUCTION

The previous chapter discussed the theoretical context of turnover as part of human resource management. This chapter discusses the legislative context of the management of employee turnover in Parliament. Talent management is integrated in legislation that informs the management of human resources. As much as employee turnover is one of the most widely studied phenomena it is also one of the least understood occurrences (Shaw, 1998: 511-525). There is not one particular piece of legislation that governs the management of employee turnover. Yet, legislation is considered as one way to approach human resource management.

In the following section, the legislation and policy guidelines that regulate employee turnover in the LSS of Parliament are reviewed. These legislative and policy guidelines are underpinned by:

The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996)

The White Paper on Human Resource Management (1996)

Department of Public Service and Administration Retention Guide (2006)

Parliament of South Africa: Policy on Promotions: (2006)

Parliament of South Africa: Policy on Performance Management (2006)

Parliament of South Africa: Policy on Career Management (2006)

Parliament of South Africa: Policy on Recruitment and Selection (2006)

Parliament of South Africa: Policy on Retention (2006).

3.2 LEGISLATIVE AND POLICY FRAMEWORK

This section will review the following: The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996), White Paper on Human Resource Management, Department of Public Service and Administration Retention Guide (2006), Parliament of South Africa: Policy on Promotions (2006), Parliament of South Africa: Policy on Performance Management (2006), Parliament of South Africa: Policy on Career Management (2006), Parliament of South Africa: Policy on Recruitment and Selection (2006) and Parliament of South Africa: Policy on Retention (2006).

3.2.1 The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996)

All the laws and acts that are not in agreement with the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996) (hereafter referred to as the Constitution) are invalid because the Constitution is the supreme law of South Africa (Constitution, 1996 (2)). Sections on the basic rights and the main beliefs of public administration guide public institutions in terms of employee turnover and staff retention management.

Section 195(1)(h) of the Constitution states that "good human resource management and career development practices to maximise human potential, must be cultivated". From the perspective of Sub-section (h), the importance of career development and training to advance both the employee and the institution is emphasised.

Section 195(1)(i) of the Constitution further states that "Public administration must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness and the need to redress the imbalances of the past to achieve broad representation". This sub-section allows for the appointment of competent individuals that fit in the particular job.

Section 195(1)(i) of the Constitution clearly states that no employee of the public service may be favoured or prejudiced only because that person supports a particular political party or cause. In terms of this sub-section, individuals should be appointed, promoted and advanced based on ability and fairness and not because of party affiliation.

Section 195(1)(f) states that "Public Administration must be accountable". This, within the context of the very costly nature of employee turnover, in essence, requires Parliament to spend public money in a responsible and accountable manner.

Section 195(1)(f) states that "Public administration must be development orientated". This sub-section compels Parliament to train and develop employees to reach its objectives as well as the goals of the employees.

3.2.2 White Paper on Human Resource Management (1997)

The White Paper on Human Resource Management in the Public Service (1997), hereafter referred to as the White Paper HRM (1997), was formulated in 1997 and was created to direct human resource management in the public service of South Africa. The White Paper HRM (1997) requires a commitment from staff and effective human resource management as it is aimed at transforming the public service into an instrument that is capable of bringing about the new South Africa (White Paper HRM, 1997). The vision is that "Human resource management in the Public Service will result in a diverse, competent and well-managed workforce, capable of and committed to delivering high quality services to the people of South Africa" (White Paper HRM, 1997).

The mission of human resource management in the public service is to work towards excellence where service to society is underpinned by commitment and not compulsion (White Paper HRM, 1997). The management of people should be regarded as a significant task for those who have been charged with that responsibility. Hence, it "should be conducted in a professional manner" (White Paper HRM, 1997).

The White Paper HRM (1997) states that the values derived from the Constitution will underpin human resource management in the public sector. These values are fairness, equity, accessibility, transparency, accountability, participation and professionalism. All public institutions are therefore compelled to treat all public servants in a fair and professional manner, and should promote practices that are transparent and ethical. The White Paper HRM (1997) focuses on the following issues that are relevant in terms of the causes of employee turnover and retention:

Promotion: The White Paper makes it clear that promotion should only be given to employees that, through competition, demonstrate that they are the best candidates for the job. Employees will therefore have more control over their career advancement. Improved career and performance management will lead to better performance that is recognised and rewarded. Poor performance will be spotted and dealt with.

Selection: Selection on merit is fundamental to ensure that public service recruits and promotes people of the highest caliber. The aim is to ensure that the person selected is best suited for the position based on his or her skills, experience, abilities, personal attributes and future potential. The aim is also to ensure that a representative and diverse workforce is achieved in public service. Selection procedures should be guided by the following principles: job-related criteria, fairness, equity and transparency.

Career management: "The Public Service values employees who are willing to devote themselves to a career in the service of the public, and there will be opportunities to develop their individual skills and abilities, provided these are in line with the Public Service's operational requirements" (White Paper HRM, 1997). Managers in the public service are obliged to align employees' personal aspirations with the objectives of the institution.

The retention of talented employees is not addressed in the White Paper HRM (1997) although Lockwood (2006: 2) identifies retention as one of the components of the talent management practice.

3.2.3 Department of Public Service and Administration Retention Guide (2006)

The Department of the Public Service and Administration Retention Guide (2006), hereafter referred to as the DPSA Retention Guide (2006), provides guidelines that South African government departments can use to manage staff retention. These strategies can be used as guidelines for departments to formulate their own retention strategies to address their needs. The DPSA Retention Guide (2006) provides reasons why it is vital to retain scarce skills in South Africa and focuses on issues such as globalisation, pull factors, HIV and Aids. It also sheds light on possible causes of turnover. These include non-competitive pay, lack of

appreciation and rewards, lack of career advancement and lack of people development. Lastly, it provides strategies on how to retain scarce skills.

The DPSA Retention Guide (2006) provides useful guidelines for institutions on how to retain talent. It gives practical suggestions on how to develop a retention strategy and how to manage staff retention. An institution should have knowledge about turnover trends, the skills that need to be retained and effective skills-retaining interventions such as effective recruitment and selection processes, adequate training, career pathing strategies and good talent management (DPSA Retention Guide, 2006).

The DPSA Retention Guide (2006) can therefore serve as guide to retain important skills. However, Parliament should have the skills required to attract and retain the employees it needs in order to reach the specific objectives of its institution.

3.2.4 Parliament of South Africa: Policy on Promotions (2006)

The Policy on Promotions is underpinned by the Labour Relations Act, 1995 (Act No. 66 of 1995), the Basic Conditions of Employment, 1997 (Act No. 75 of 1997), the Employment Equity Act, 1998 (Act No. 55 of 1998) and the Skills Development Act, 1998 (Act No. 7 of 1998). This policy regulates promotion conditions of staff employed by Parliament. It explains the promotion conditions in terms of the scope, objectives, criteria, promotions stages, and roles and responsibilities.

The purpose of this policy is to ascertain principles and standards for career advancement in Parliament. "Parliament commits itself to build an effective and efficient Parliament and to meet the needs of the people by ensuring opportunities for its employees to develop" (Parliament of South Africa: Policy on Promotions, 2006 (d)). Section 4(a) states that the purpose of the policy is "to regulate promotion of the human resources of Parliament and to establish criteria for promotion. It will also establish the promotion procedure for advancement" (Parliament of South Africa: Policy on Promotions, 2006 (d)).

The objective of the policy is to "Reward excellent performance through advancement in a consistent and reasonable manner" (Parliament of South Africa: Policy on Promotions, 2006

(d)). The policy is also aimed at ensuring that "personal growth takes place in a fair manner" (Parliament of South Africa: Policy on Promotions, 2006 (d)).

According to this policy, three different streams for promotions have been established. Firstly, there is a management stream for those employees interested in managerial positions. A manager is the head of a section, unit or office, and it includes a supervisor or controller as well as someone acting in the capacity of a manager or supervisor. Secondly, a specialist stream requires specific competencies to perform specific tasks. Lastly, an operational stream requires sound knowledge and skills to perform operational tasks.

The criteria, roles and responsibilities provide clarity on who is viable for promotion and maps out the responsibilities of the various role players:

Criteria: Different criteria are considered. Section 8.2 states that the relevant work experience that is required as minimum experience is vital for the appointment of a higher post. The second criterion is the relevant academic qualification(s) required for the higher post to be filled. The third criterion deals with competencies that are based on a combination of knowledge, skills, ability, attitudes, attitudes and behaviours, which are required to perform the duties of the higher post. Fourthly, the performance record of the employee will be considered as well as prior learning.

Roles and responsibilities: The policy clearly states that the "managers and section managers are responsible for identifying candidates for promotion and the responsibility of the division manager to identify posts for promotion" (Parliament of South Africa: Policy on Promotions, 2006 (d)). The Secretary to Parliament must appoint a panel to assess candidates and to approve promotion recommendations. The section manager must develop policy procedures on advancement.

This policy has deep meaning for employee turnover and retention, as promotion is vital to any employee and ensures that personal growth occurs in a fair manner (Parliament of South Africa: Policy on Promotions, 2006 (d)). It clearly provides roles and responsibilities of all involved in the process of promotion but emphasises the significant role played by managers

and supervisors. The criteria used in the process of promotion are comprehensive, and provides clear guidelines to those involved in the promotion procedure.

3.2.5 Parliament of South Africa: Policy on Performance Management (2006)

The policy on Performance Management is guided by the Labour Relations Act, 1995 (Act No. 66 of 1995), the Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997), Employment Equity Act, 1998 (Act No. 55 of 1998), the Skills Development Act 1998 (Act No. 7 of 1998) and the Occupational Health and Safety Act, 1993 (Act No. 85 of 1993), and regulates performance management at Parliament. Section 4 of the Performance Management Policy (2006) highlights the following aspects as the purpose of the policy and requires the following:

- To translate the strategic objectives of Parliament into deliverables and measurable outputs;
- To promote a culture of excellence, efficiency and effectiveness in Parliament;
- To facilitate communication and on-going feedback between managers and employees concerning performance requirements;
- To encourage performance that supports the vision and strategic objectives of Parliament;
- To regulate and systemise the approach of performance management; and
- To outline the performance management process and its objectives.

This policy also comprehensively covers the processes of performance management and how to deal with poor performance. These include the following:

Performance management cycle: "This cycle runs from the beginning of April to the end of March the following year and consists of five cycles: planning, contracting, first review, second review and assessment" (Parliament of South Africa: Policy on Performance Management, 2006 (c)). This policy requires Parliament to complete each cycle in order to give effect to performance.

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Poor performance: Poor performance must be addressed. In the case where poor performance occurs, the causes of the poor performance must be identified. It must be managed according to the Poor Performance Procedure. The following support must be given to poor performers: "guidance, training, mentoring, counselling, instruction, working resources and any necessary assistance the employee might require" (Parliament of South Africa: Policy on Performance Management, 2006 (c)). Section 8.3.1 necessitates Parliament to identify the causes of poor performance and to manage these. "Effective and efficient training and mentoring are vital to ensure improved performance" (Parliament of South Africa: Policy on Performance Management, 2006 (c)).

This policy provides clear direction in terms of performance management and career pathing which is vital for skills retention, as outlined in Chapter 2.

3.2.6 Parliament of South Africa: Policy on Career Management (2006)

Arnold (1997: 99-126) describes career management as an effort to affect the career development of others. Career development is the way in which a person's career develops and progresses over time (Arnold, 1997: 99-126). The Parliament of South Africa: Policy on Career Management is an attempt to impact career management at Parliament. The policy is guided by the Labour Relations Act, 1995 (Act No. 66 of 1995), Employment Equity Act, 1998 (Act No. 55 of 1998) and the Skills Development Act, 1998 (Act No. 7 of 1998). In terms of this policy Parliament must invest in human capital through allowing employees opportunities to advance in their careers within the institution (Parliament of South Africa: Policy on Career Management, 2006 (b)).

The purpose of the policy is firstly to regulate Parliament's approach to career management and to develop certain guidelines for career planning. Secondly, the purpose is to establish a framework for the development of career paths for both managerial and non-managerial posts. It will also ensure that employees are being given the opportunity to develop professionally and personally. Lastly, this policy aims to assist in the retention of scarce skills through the creation of clear career paths (Parliament of South Africa: Policy on Career Management, 2006 (b)).

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The following key aspects regulate the process and implementation of career management at Parliament:

Principles of career management: This Policy on Career Management (Parliament of South Africa: Parliament of South Africa: 2006 (b)) provides for the following principles which allow employees to advance in their careers through a personal development plan aligned with the plans of Parliament. Such principles include development strategies, appropriate training and on-going assistance and guidance from managers and supervisors:

- Creation of clear career paths;
- The implementation of a career management strategy to ensure employee development and advancement;
- Allowing employees to manage their own careers by identifying development plans;
- The provision of training and development opportunities;
- Allowing employees to align their career plans with the plans of Parliament.

The Policy on Career Management must be integrated with human resource practices like recruitment, training, selection, performance management, reward management and promotion.

Implementation of career management: Career management is described by Stumpf (1988: 33) as "activities and opportunities that organisations sponsor to help ensure they will meet or exceed their future human resource requirements". This policy provides certain enabling opportunities and processes that must be followed to implement the strategies for career management. Bursary schemes must be provided to those employees who qualify (Parliament of South Africa: Policy on Career Management, 2006 (b)). Employees must be given the opportunity to get bursaries to enable advancement in their careers. All employees must receive training on career management to ensure a broad understanding of the process of career advancement. Career paths must be identified by the controllers, supervisors or managers to support employee aspirations. Managers play a vital role in the career development of an employee (Parliament of South Africa: Policy on Career Management, 2006 (b)). Employees must receive support when selecting career goals through the provision

information on the different career paths. Managers and supervisors must support career decisions and the development of the skills and abilities of employees through training, job rotation, mentoring and coaching. Employees' progress in meeting their career goals must be evaluated during the performance reviews.

Roles and responsibilities: According to this policy, employees must take responsibility of their own career development by having a personal development plan. It is the responsibility of the manager or controller to develop employees by creating a career progression plan and by identifying career paths. Furthermore, managers must ensure that employees are aware of current and future opportunities in the institution. Lastly, managers must provide training, counselling, coaching and mentoring. It is the responsibility of HR to coordinate career advancement and to support employees and managers in creating and implementing career development plans.

3.2.7 Parliament of South Africa: Policy on Recruitment and Selection (2006)

The Policy on Recruitment and Selection is informed by the Labour Relations Act, 1995 (Act No. 66 of 1995), the Employment Equity Act, 1998 (Act No. 55 of 1998), the South African Qualification Authority Act, 1995 (Act No. 58 of 1995), the Skills Development Act, 1998 (Act No.97 of 1998), and the Promotion of Access to Information Act, 2000 (Act No. 2 of 2000). This policy summarises the process of recruitment and selection in order to ensure equitable and fair recruitment at Parliament. The purpose of the policy is to provide guidelines in terms of recruitment and selection.

Section 8.1 (a) states that the entire recruitment and selection process, which includes advertising, selection and the appointment of the particular candidate, must be completed within six weeks. It further states that equity targets and affirmative action principles must guide the recruitment and selection process. Furthermore, the selection process must be based on relevant minimum work experience, relevant minimum academic qualifications and prior learning, competence, suitable personality and the ability to learn. Lastly, it is important that the selection panel is appointed by the Secretary to Parliament, that the panel is representative in terms of race and gender, and that a member of a relevant union may sit in as an observer.

This policy governs an important element of retention as job fit is key to job satisfaction and ultimately staff retention, as explained in Chapter 2.

3.2.8 Parliament of South Africa: Policy on Retention (2006)

This policy is guided by the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996) and Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997). The purpose of this policy is to retain critical and scarce skills in order to ensure effective service delivery with good retention strategies. Furthermore, this policy should give guidelines on staff retention in Parliament.

The objectives of this policy are to retain skills and to integrate selection, recruitment, career management, performance management, promotion, and learning and development policies as a part of the retention strategy. This policy provides that managers ensure that policies like the following are implemented:

- Performance management
- Career management
- Promotions
- Succession planning
- Learning and development
- Recruitment and selection
- Remuneration policy.

Provisions: This policy further provides that staff members with critical and scarce skills are retained. It also provides for division managers who require scarce skills to be retained to make a recommendation to the Secretary to Parliament. Furthermore, this policy allows the Secretary to Parliament to make a better offer to employees with scarce skills who have been offered a better salary. Lastly, it provides for morale building. Managers must build the morale of their staff members by being fair, communicating effectively, building trust and rewarding good achievements.

3.3 CONCLUSION

The above legislation and guidelines indicate the complexity of the environment within which Parliament has to manage employee turnover and retention. Parliament has to conform to every piece of legislation within which it operates. The scope of legislation is vast, yet it covers all the aspects which are required to ensure a sound and acceptable system to manage employee turnover and retention.

The legislation does not deal with employee turnover directly but addresses related issues such as recruitment and selection, promotion and career management. It calls for increased participation of employees in decision-making with regard to their career advancement as this impacts on employee turnover. The correct implementation of the legislation that impact on employee turnover (Pergamit & Veum, 1999; Peterson, Puia & Suess, 2003; Sclafane, as cited in Luddy (2005: 73-88), will ensure that factors like personal growth, rewards, career advancement, career performance and succession planning will be dealt with fairly.

The Policy on Recruitment and Selection governs the processes of recruitment and selection. Its purpose is to provide guidelines for recruitment and selection. Adherence to equity targets and the importance of a good understanding of the job are principles of this policy. This policy states that the selection process should be based on relevant work experience, academic qualifications, competence and a good personality.

The Policy on Retention guides Parliament on how to retain its talented employees. This policy must link retention with other processes such as recruitment and selection, training and development, promotion and career pathing in order to retain staff.

The following chapter evaluates the LSS as a case study to determine how employee turnover is managed and how skills are retained in the institution.

CHAPTER 4: CASE STUDY – LANGUAGE SERVICES SECTION OF PARLIAMENT SOUTH AFRICA

4.1 INTRODUCTION

The previous chapter provided a summary of the legislative and contextual background of employee turnover in Parliament South Africa. Employee turnover obtains its legislative directive from the Constitution (Act 108 of 1996) as well as certain acts and policies. These pieces of legislation are aimed at ensuring an effective people's Parliament that is responsive to the needs of the people and that is driven by the ideal of realising a better quality of life for all the people of South Africa.

In this chapter, the LSS of Parliament South Africa will be assessed as a unit of analysis of a case study. As elected representatives of the people of South Africa, Parliament seeks to represent and act as the voice of the people in fulfilling its constitutional functions of passing laws and overseeing executive action. LSS plays an important part in realising the objective of oversight and passing laws in order to improve the quality of life of the people of this country.

This chapter includes a background of Parliament with regard to its vision, objectives and mission. The organisational structure of Parliament is also be discussed. This is followed by an explanation of how the LSS fits in with Parliament as well a brief background to the LSS and employee turnover in this section of Parliament over the period 1 January 2007 to 31 December 2010 in particular.

This chapter discusses the problem of employee turnover as experienced in the LSS in greater detail. The following documentation of Parliament South Africa that relate to employee turnover is also reviewed:

- The Strategic Plan of Parliament is assessed to verify if critical skills are retained in order to meet the objectives of Parliament. The current strategic plan is effective from 2009 to 2014.

- The report and strategy of the LOD Retention Strategy Project Report are examined to determine if a high employee turnover rate is experienced and how Parliament intends to address problems with regard to employee turnover.

- Personal Development Plans (PDPs) are also reviewed.

4.2 BACKGROUND TO PARLIAMENT SOUTH AFRICA

The first democratic Parliament in South Africa was elected on 27 April 1994, which represents the dreams and aspirations of all people in South Africa. The newly established Parliament was based on the values and principles of the Constitution. Parliament was elected to represent the people and to guarantee government by the people under the Constitution and to represent the provinces in the national sphere of government.

The establishment of the first democratic Parliament meant that Parliament, as an institution, was to undergo unprecedented and fundamental transformation as required by the Interim Constitution and later the new Constitution. A complete and new institution was to be established on both political and administrative levels. New rules, procedures, mechanisms and capacities were needed to effect the work of the new Parliament.

Parliament consists of a political level and administrative level. The political level comprises the National Assembly (NA) and the National Council of Provinces (NCOP). The NA represents the people by ensuring that a President is chosen, by providing the public with a national forum to consider issues, by passing legislation and by examining Parliament. The NCOP is responsible for representing the interests of the provinces. The Office of the Secretary to Parliament is responsible for providing support to the political level of Parliament.

A very significant change for Parliament was the establishment of a completely new House of Parliament and the NCOP to ensure that provincial interests are considered in the national sphere of government. Furthermore, different working methods were created that adhere to the fundamental value and theme of participatory democracy. This meant the end of committees that meet behind closed doors. Meetings were opened to the public. Hence, ordinary people, representatives of interest groups, business and trade unions are working together in Parliament.

The third democratically elected Parliament (2004-2009) includes the *Taking Parliament to the People* campaign and the People's Assembly. Since 1994, the dominant policy and strategic objectives were aimed at creating a democratic Parliament that is transparent and open to the electorate, and that has a legislative agenda aimed at speeding up the transformation of the society of South Africa. Since the first democratic elections important transformation has taken place through the legislative process. From 1994 to 2004, strong focus was placed on eradicating discriminatory legislation and ensuring a democratic and open society.

During the term of the third Parliament (2004-2009), the demand on members of Parliament to be involved in oversight activities and to partake in international organisations, proceedings and forums was amplified. Public participation actions have also increased, while the level of on-going actions in the law-making process declined. Furthermore, the Constitution (1996) and relevant legislation required continuous engagement in the national and international political or governance environment.

In 2007, emphasis was placed on deepening the debate on the role and place of the legislative sphere and the relationship between the three spheres of the state, namely the legislative, executive and the judiciary spheres. The focus on building a people's Parliament for a developmental state with the clear objective of pushing back the frontiers of poverty was also increased (Parliament South Africa Annual Report, 2010 (a)). The developmental state seeks to drive development, and to better and restore the state machinery to improve democracy and to develop its people (Parliament South Africa (a) Report, 2010).

The figure below indicates the organisational structure of the organisation after 1994.

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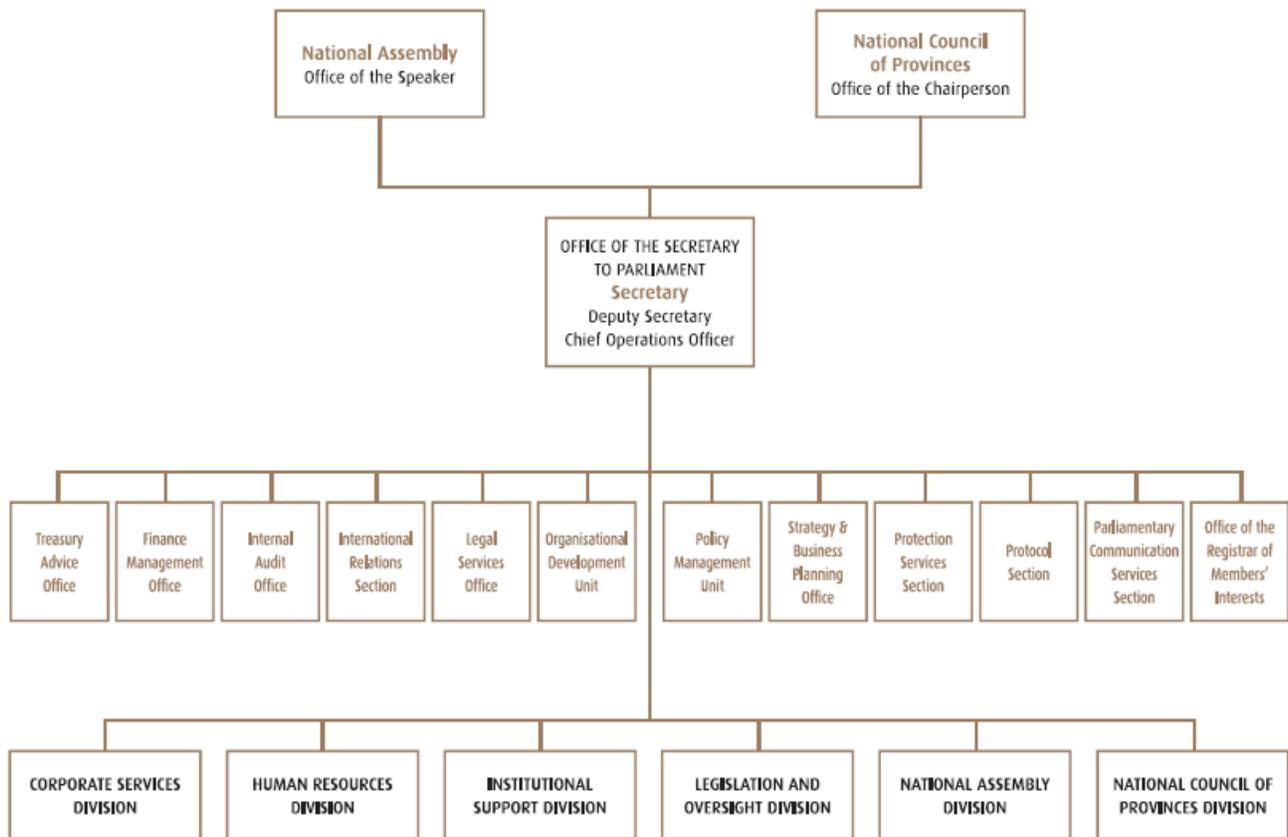
Figure 4.1: Organisational structure of Parliament

Source: Parliament South Africa Report (2010 (a))

The mandate of Parliament is to represent the people in fulfilling its function of passing laws and overseeing executive action. The ultimate outcome of Parliament is to represent the people, to ensure governance by the people under the Constitution and to represent the provinces (Parliament South Africa Annual Report, 2010). Parliament's current five programmes are to pass legislation (laws), to scrutinise and oversee executive action (in other words, to keep oversight of the executive and organs of state), to facilitate public participation and involvement in legislation and other processes, to participate in, promote and oversee cooperative governance, and to engage in and oversee international relations (Parliament South Africa Annual Report, 2010).

The outputs for the programmes are bills passed, questions put to the executive, the tabled and scrutinised annual reports, facilitated public participation, participation in forums and

organisations, approved international agreements, appointed public bearers, and discharged statutory functions.

Parliament's budget in support of its programmes amounts to R1 480 802 million. Of this an amount of R794 066.00 was paid for salaries and wages, which includes social contributions such as employer contributions and post-retirement benefits with an average number of employees of 1,185. Below is a break-down of the budget. The amount of R705 034 of 2009/2010 excludes the social benefits of R55 918 and the post-retirement benefits which amounts to R33 114.

Table 4.1: Parliament SA budget on salaries and wages
Source: Parliament South Africa Annual Report (2010 (a)).

Salaries and wages	2009/10: R'000	2008/2009: R'000
Salaries	520,088	512,266
Performance awards	5,860	7,263
Compensative/circumstantial	3,930	4,255
Periodic payments	2,641	782
Other non-pensionable allowances	172,515	106,185
Total	705,034	630,751

The strategic objectives of Parliament include the following:

- To support the oversight function by implementing the oversight model by 2014.
- To raise the level of public participation and to build a Parliament that is responsive through the development and implementation of public participation by 2014.
- To support cooperative government and to promote better cooperation and relationships by developing and implementing cooperative governance by 2014.
- To better and broaden the role of Parliament in international cooperation through the development and implementation of the international relation strategy.
- To create an effective and efficient Parliament through instituting policy-based committees and by restructuring the administration.

4.3 BACKGROUND TO EMPLOYEE TURNOVER IN THE LSS OF PARLIAMENT

The LSS forms part of the Legislation and Oversight Division of Parliament which has the function to fulfil Parliament's legislative and oversight functions and to give assistance to facilitate the smooth running of Parliament. The LSS contributes towards increased public participation and facilitates House proceedings, records and Parliamentary publications. The primary function of the LSS is to render comprehensive interpreting services to Parliament and its committees, to produce the unrevised Hansard within 48 hours, to translate transcribed speeches and related documents, and to publish Hansard and related documents. It ensures public participation and involvement through the use of language understandable to the public through its three units: the interpreting unit, reporting unit and the translation unit.

The services of the LSS therefore include the following:

Firstly, it provides interpreting services, which involves the oral rendering of the meaning of the spoken word in one language into another language so that the contents are retained. Member speeches are interpreted simultaneously in the different chambers. Interpreting services are also rendered during the People's Assembly, Youth Parliament, Women's Parliament and Taking Parliament to the People. The LSS ensures quality multilingual services in the 11 official languages as well as sign language to the institutional proceedings. It also includes all public hearings on legislation, both internally and externally.

Secondly, the LSS provides records and publications of the House proceedings (National Assembly and Nation Council of Provinces) in the floor language (language in which the member speaks) and in English. All member speeches are recorded and transcribed. The speeches in the NA, NCOP and Joint Sittings are collated.

Lastly, member speeches are translated and published. What has been written in one language (source language) is translated into another language (the targeted language). All debates are published on the website as well as in bound volumes.

This section provided a background of Parliament as an institution. The next section will shed light on employee turnover in the LSS of Parliament.

4.4 EMPLOYEE TURNOVER IN THE LSS OF PARLIAMENT

According to the definition in Chapter 2, employee turnover is referred to as the voluntary or involuntary cessation of membership of an organisation by an employee of that organisation (Morrell *et al.*, 2001: 4). This section analyses employee turnover from 1 January 2007 until 31 December 2010 within the LSS of Parliament. It is important to calculate a turnover rate for a specific period, as suggested by Grobler, Warnich, Elbert and Hatfield (2006: 126). Grobler *et al.* (2006: 125) state that turnover can be measured over a specific period of time. As explained above, the Language Services Section (LSS) is one of the sections within the LOD. An average of 129 language practitioners was used to calculate the turnover percentages for the period mentioned above and is illustrated in table below.

Table 4.2: Termination reasons – LSS
 Source: HR, Parliament of South Africa (2010)

Division	Section	Termination reason	2007	2008	2009	2010	Grand total
LOD	LSS	Deceased	1		3		4
		Gross Misconduct		1			1
		Resignation	10	10	18	11	49
		Retirement		1			1
		Language Services	11	12	21	11	55
		Grand total	11	12	21	11	55

As discussed in chapter 2, one can distinguish between avoidable and unavoidable turnover. Exits due to death, misconduct and retirement are unavoidable turnover. This total must be deducted from the total turnover rate to determine avoidable turnover, using below formula (Grobler et *al.*, 2006: 125) (Grobler et *al.*, 2006: 125).

Avoidable turnover rate = <u>Total separation – unavoidable separations x 100</u>

45

Average number of employees

<u>49 x 100</u>
129

The avoidable turnover rate for the period 2007 to 2010 for the LSS is therefore 37, 98%. According to Phillips and Connell (2003), an acceptable rate of employee turnover is between 15% and 18% and employers usually strive towards a turnover rate below 25%. The LSS average therefore exceeds the ideal rate.

4.5 PARLIAMENT STRATEGIC PLAN 2009-2014

A high turnover rate also affects the ability of Parliament to achieve its strategic objectives. The Strategic Plan of Parliament envisions that the Human Resource (HR) Plan addresses high employee turnover to ensure that staff members are geared toward service delivery, that all vacancies are filled and that skills are retained.

The HR Plan is linked to and in support of the strategic objectives of the fourth democratically elected Parliament. This includes a strengthened oversight function, a strengthened cooperative government, an improved and widened role of Parliament in international cooperation and participation, and an effective and efficient institution. The current Strategic Plan for Parliament is effective from 2009 to 2014. The HR Plan has to address certain priorities in terms of the objectives of Parliament. The objectives of the HR Plan are firstly, to ensure that Parliament has the necessary human resources to support members of Parliament in their objectives of strengthening oversight. The HR Plan intends to ensure that the budgetary office is established and resourced. Secondly, the HR Plan has to ensure that assessments are conducted and that valuable skills are retained. Thirdly, it has to ensure that all vacancies are filled. Fourthly, it has to ensure that the research capacity, advice, analysis and quality of minutes and reports are improved. Lastly, it should ensure that staff is re-orientated in a service delivery ethos.

The role of HR is to ensure that Parliament has the human capacity to support members of Parliament. Currently, the LSS fails to produce the unrevised Hansard – the version before

editing – within 48 hours. This impacts negatively on the realisation of one of the core objectives, namely legislation and oversight.

4.6 LOD RETENTION STRATEGY PROJECT REPORT – THE REPORT AND STRATEGY (2008)

The LOD Retention Strategy Project Report was developed to retain skilled staff in the Legislative and Oversight Division (LOD) of Parliament South Africa due to the high level of voluntary turnover in the LOD. The LOD is often referred to as the engine room of Parliament as it provides various support services to Parliament in its core functions. The skills required and obtained in the LOD are unique and cannot be cultivated elsewhere as no other institution can replicate the skills required by the LOD. This report focuses on specific issues in terms of career pathing and the development of an attractive retention strategy that is specific to the needs of the LOD, of which the LSS forms part.

The purpose of the report was to examine the implications of managing labour turnover and retention. It focuses on the future manpower planning for this division. In-depth interviews, telephonic interviews, focus-group discussions, exit interviews and documentation were used.

According the LOD Retention Strategy Project Report certain findings were made:

- The employee turnover rate in the LOD is about 61% of which LSS is 37% and the ideal turnover is estimated at 15% to 18%.
- Upward mobility is generally not available to employees in terms of significant increases or more senior jobs, opportunities and responsibilities.
- There is a complete lack of career pathing and succession planning.
- There is high turnover due to the hiring processes, which are greatly lacking in terms of quality and which rely solely on interview processes with no competency or other skills testing.
- There is a lack of complex and in-depth "on the floor" training with set standard expectations as well as a lack of specific skills training per post in the division.
- Employee compensation is perceived to be low to moderate compared to market rates.

- By placing skilled staff in the central bargaining unit, there is almost no scope for innovative solutions to reward performance, productivity and specialisation. There is no differentiation for the different skilled professionals as all of them are placed in the central bargaining unit.
- The recruitment and selection process lacks depth in terms of job fit.

Clearly, the need for an effective talent management strategy for Parliament exits in order to avoid a high employee turnover rate.

4.7 PERSONAL DEVELOPMENT PLAN

Personal Development Plans are fundamental for talent management. The purpose of the Personal Development Plan (PDP) is to provide a structured and supported process whereby individuals can reflect upon their own learning, performance and achievements to plan for career development. The purpose of the PDP is to link and support personal performance with the realisation of the vision of Parliament and its strategic objectives. In the performance cycle, which is the annual cycle from the beginning of April to the end of March the following year, performance targets should be set, reviewed and assessed. The manager, together with the employee, should set measurable targets. Quarterly feedback based on the agreed contract should be received, support and training should be provided, and performance should be rewarded. Rewards should be in the form of cash, notch increases, pay, salary progression and/or promotion.

Employees in the LSS do not have PDPs which hampers the process of talent management. Quarterly reviews where employees have the opportunity to set targets and to review their performance do not place. This leads to inadequate training and development.

4.8 CONCLUSION

This chapter presented a brief background to Parliament, as well as its mission, vision and objectives. A brief history since 1994 was provided as the objectives of Parliament changed. The background also includes an organogram to illustrate the organisational structure of

Parliament. This section also includes an explanation of where the LSS fits in the broader division as the LSS plays a pivotal role in the oversight and legislative function of Parliament.

This chapter also provided a background on employee turnover in the LSS. The investigation revealed that the avoidable employee turnover rate from 1 January 2007 to 31 December 2010 within the LSS was 37,98%. According to Phillips and Connell (2003), an acceptable rate of employee turnover is between 15% and 18%. Phillips and Connell also suggest that employers usually strive towards a turnover rate below 25%. The LSS average therefore exceeds the ideal rate.

The Strategic Plan of Parliament envisions that the Human Resource Plan addresses high employee turnover to ensure that staff members are geared toward service delivery, that all vacancies are filled and that skills are retained. Therefore, if the turnover rate is high, it will affect the successful functioning of the division and the attainment of the strategic objectives.

The LOD Retention Strategy Project Report confirms a high employee turnover and a need to attract and retain skills as one of the key priorities to ensure support in strengthening oversight. It also displays a lack of upward mobility, career pathing, in-depth training as well as low compensation.

The PDPs are linked to and support performance assessment. The PDPs also address performance development. At present, the LSS is not providing adequate targeted and in-depth training, mentoring, coaching and/or development initiatives to language practitioners in order to produce the unrevised Hansard within 48 hours, to interpret into all languages and to produce high-quality translations.

The LOD Retention Strategy Project Report confirms that the LSS is experiencing a high employee turnover rate due to, among others, poor management, lack of effective training, poor performance management, and ineffective recruitment, selection and retraining processes. However, the strategic plan and retention strategies demonstrate an attempt to address talent management. Despite this, the LSS experiences real challenges in selecting and retaining language practitioners and targeted interventions are needed to retain talented employees.

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The next chapter discusses the research instruments used. It also presents the findings on why employees have left and are leaving the institution and links the findings with the literature.

CHAPTER 5: ASSESSING EMPLOYEE TURNOVER AND RETENTION: LANGUAGE SERVICES SECTION OF PARLIAMENT SOUTH AFRICA

5.1 INTRODUCTION

Chapter 4 presented the background to the case study of the LSS. The LSS plays a pivotal role in the realisation of Parliament's objections of oversight and legislation, public participation, cooperative governance and international relations. Yet, the LSS experiences difficulty in selecting and retaining language practitioners and interventions are needed to retain talented employees.

This research is aimed at exploring why language practitioners are leaving the LSS and what strategies the institution can use to retain talented employees. A particular methodology was used to answer the research question and to reach the objectives of the study. This chapter therefore explains the methodology used. The data sources used by the researcher include documentation review, interviews and questionnaires to reveal why language practitioners are leaving and what strategies can be used to retain talented employees.

Appropriate officials from the HR section were selected for interviews because of their involvement in employee turnover practices. The officials selected for the interviews were considered the most knowledgeable in terms of providing more insight with regard to employee turnover. The author was also referred to other officials and documentation that provided additional information on the topic.

The knowledge will be presented descriptively, and tendencies and occurrences will be categorised in terms of how they relate to employee turnover in order to reach the objectives

of determining (a) why language practitioners are leaving the institution and (b) to make recommendations on how to retain employees at the LSS of Parliament.

5.2 DATA SOURCES

A qualitative research approach was used by the researcher to gather information. The researcher used different techniques to gather data, which, according to Van Maanen (1979: 520), is about "covering an array of interpretive techniques which seek to describe, decode, translate and otherwise come to terms with the meaning of naturally occurring phenomena in the social world". Both secondary and primary data sources were used which include internal documents, literature, questionnaires and interviews.

5.2.1 Secondary data sources

The secondary data sources consulted include books, journals and articles from the internet and journals from a research database. In many instances, journals were used in which articles were found on the internet. The secondary data was analysed and interpreted as presented in Chapter 2 to understand the topic, to reach the objectives of the study and to answer the research question. The legislation used in Chapter 3 was found on the websites of Parliament and government, and was then organised based on its reference to employee turnover and retention at Parliament South Africa. The documents presented in Chapter 4 were found through the analysis of the LOD Retention Strategy Project Report – Report and Strategy, 2008, PDPs and the Parliament Strategic Plan, and the Annual Report 2010.

5.2.2 Primary data sources

According to Welman, Kruger & Mitchell (2005: 193), qualitative research methods include case studies which, according to Leedy & Ormrod (2005: 135), often comprise records, documents, interviews and observations. The researcher used unstructured interviews and a survey questionnaire to generate primary data. According to Welman, Kruger & Mitchell (2005: 194), unstructured interviews can be used to investigate the unit of analysis. Unstructured interviews were conducted with the HR Unit Manager: Administration, Mr Ishaam Moorad with regard to causes of employee turnover and with the HR Unit Manager: Performance Systems, Mr Vuyesile Mathiti with regard to performance management and

career pathing. These officials are considered the most knowledgeable because they deal with matters concerning employee turnover on a daily basis.

A survey questionnaire was used to determine the opinions of language practitioners (LPs) currently employed by Parliament with regard to their current job satisfaction. The survey questionnaires were given to the LPs in hard copy form. The LPs in the three units were instructed by the researcher to answer the questionnaires and it was collected by the researcher. The questionnaires distributed to the respondents were completed and returned by all. Details of the sample will be discussed in Section 5.3.

The questionnaire consisted of two sections. Section A included the demographics, which deals with age, gender, the province in which the respondent resides, and the unit in which the respondent works. The aim of Section A was to ascertain whether any of these demographics impact on employee turnover. Section B contains the intrinsic and extrinsic causes of employee turnover. Section B consists of nine items covering extrinsic causes and seven items covering intrinsic causes. These statements were developed from deductions made from literature reviews, legislation and reports regarding employee turnover. The researcher used a Likert scale to obtain the results. Respondents had to point out whether they strongly agreed, agreed, didn't know, disagreed or strongly disagreed. The following statements were included in the questionnaire:

Extrinsic causes

Item 1: I feel satisfied with my current job.

Item 2: I feel content with my remuneration package.

Item 3: There are possibilities for career advancement in my current job.

Item 4: I am content with the management of my section.

Item 5: Everyone is treated fairly in my current job.

Item 6: I receive adequate training and information to do my job well.

Item 7: My job is challenging and offer job opportunities.

Item 8: Enough autonomy is allowed in my job.

Item 9: I am valued and appreciated by my manager.

Intrinsic causes

Item 1: There is a good fit between my current job and my personality.

Item 2: I am content with my job.

Item 3: I enjoy coming to work every day.

Item 4: I feel committed to my job.

Item 5: My personal values are aligned with the values of the institution.

Item 6: I am involved in social networks of the institution.

Item 7: I am involved in peer-group relations.

The next section discusses the sampling method used to select the respondents.

5.3 SAMPLING METHODS

Firstly, unstructured interviews were conducted with Mr Moorad and Mr Mathiti. Purposive sampling was used to select the participants. According to Welman, Kruger & Mitchell (2005: 204), purposive sampling is normally used to select people to be interviewed and to gather valuable information. Mr Ishaam Moorad, HR Unit Manager: Administration, and Mr Vuyisile Mathiti, HR Unit Manager: Performance Systems, are regarded as officials with valuable information regarding employee turnover and they provided useful information on possible causes of employee turnover. Preference was given to these informants due to their position in the institution as well as their experience and expertise. The researcher was also referred to other HR practitioners to gain additional information. These practitioners included Mrs Shanaaz Gabier who provided the LOD Retention Strategy Project.

Secondly, a questionnaire was designed and administered to participants in 2010. At that time, the LSS consisted of 120 employees. Hard copies of the survey questionnaire were given to 50 of the language practitioners (LPs), all of whom responded. This represents a sample of 41.6% of a sampling frame of 120. This is a sufficient representation according to Burger & Silima (2006).

An analysis and presentation of the primary as well as the secondary data generated to establish the causes of employee turnover will be included in the next section.

5. 4 PRESENTATION OF FINDINGS

5.4.1 The LOD Retention Strategy Project – Report and Strategy (2008)

According to the LOD Retention Strategy Project Report - Report and Strategy (2008), (hereafter referred to as the Report or LOD Report), the employee turnover was about 61% whereas the ideal turnover is estimated at 15% to 18%. Many employees experience frustration which forces them to leave the institution. The following issues were highlighted in the report as the main causes why employees left the organisation (LOD Retention Strategy Project – Report and Strategy, 2008):

- **Ineffective recruitment and selection process**: There is an important link between retention and recruitment and selection. According to the report, the recruitment and selection process leaves much to be desired. Employees feel that there is great disparity between what is understood at the initial stage of the recruitment process and the reality on the ground. Job adverts are also perceived to be selling remuneration packages rather than the benefits of being employed by Parliament. The induction process is perceived to be slow and ineffective. Expectations that were built in the initial phases were not met. What is reflected in the advert is not experienced in reality, which leads to frustration and leaving the institution.

- **Training and development**: Career development is rated as a significant attribute. However, it is not experienced sufficiently by employees as training is not targeted and specific to the needs of the employee. Training tends to be generalised to save money and to simplify efforts. This attribute is one of the factors most likely to influence employees' decision to leave the institution as many employees look for some growth and development opportunities. Although Parliament's bursary scheme is cited as a good scheme it is not linked to performance management, career advancement and PDPs. Employees obtain various degrees through the bursary scheme but stay in the same position for years after obtaining these degrees.

- **Inadequate remuneration packages**: The compensation level for LPs is perceived to be low although Parliament is said to have a remuneration package and reward system that is perceived to be high. The compensation structure is rather flat and therefore there is no difference between the salaries of those who have worked in the section for

long and new entrants. There is no integration between the different HR processes, for example performance management and the remuneration structure. As a result, outstanding performance is seldom rewarded. This leads to job dissatisfaction which leads to people leaving the institution. There is also a huge discrepancy between the salaries of management and the employees directly under them. This results in a feeling of unfairness.

- **External considerations**: External job opportunities will always have a significant impact on employees' decision to embark on a different career path, irrespective of the interventions of the institution to correct compensation programmes, training and development or career paths. The labour market is filled with opportunities for highly qualified professionals like language practitioners, researchers and committee secretaries who seem to be attracted by opportunities for career advancement and growth.

- **Lack of appreciation and support**: The document indicated that employees describe their jobs as "thankless". Employees are highly qualified individuals, with some of them holding PhDs. However, these employees are not appreciated by managers or clients, even if they go the extra mile. Employees are of the view that managers are distant and have no understanding of what is happening on the ground. The Division Manager does not visit the sections on a regular basis to gain an understanding of the problems experienced by employees. Employees who have been in the section for a long period of time feel that there are no opportunities for advancement as employees remain on the same level for years. Employees felt unappreciated as the Division Manger seldom pays visits to the sections. Many employees are demoralised and do not feel protected from the wrath of politicians and senior managers.

Results of the LOD Retention Strategy Project – Report and Strategy

The project was undertaken by People Solutions (Pty) Ltd for Parliament South Africa to examine the situation in terms of staff retention. The report scrutinised the implications of managing employee turnover. It examined the reasons why employees leave the institution and identified factors that are likely to impact on the decisions of individuals to leave as well as how to retain skills within the institution. It identified factors that will influence employees to

stay. The aim of the report was to propose meaningful strategies on how to implement retention strategies. It was also aimed at proposing an effective career pathing strategy. The report recommended a career pathing strategy that is incorporated into the retention strategy to ensure effective attraction and retention of talent. It looked at the role of the Division in terms of human resource planning in order to stay aligned with the greater focus of the institution of oversight and public participation. The recommendations from the report are summarised below:

- **Recruitment and selection**

The recruitment and selection process needs to be redeveloped to put a stronger emphasis on what the institution offers than on the money. The induction process needs to be effective in order for employees to have a sound understanding of their roles and functions. The outsourcing of the recruitment process should be explored.

- **Training and development**

High-quality training is needed. This requires a rethink of how to assess training needs, develop training solutions, deploy solutions and evaluate the results of interventions. Managers should promote the benefits and importance of training, and should encourage staff to set training goals. Managers should look at skills-based training to help employees reach a production level of 100%. There should be a very strong link between training and development and the retention of staff.

- **Remuneration packages**

The Report indicated that more aggressive reward and recognition programmes are needed. A compensation policy that is merit-based is needed to retain skills. Rates should be benchmarked against other organisations in the same labour market. High performance must be rewarded as this attracts and retains people.

- **Career pathing**

Career pathing is crucial to retain skills at the institution. Clear and defined career paths should be provided by the institution. This can become possible through effective mentoring

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and coaching. It is important to link the career pathing strategy with the HR system which categorises staff on the basis of their interests, training experiences as well as track record of their performance. The career-pathing and HR systems will then provide employees with the requirements for higher-level jobs and will help them to reach their career goals.

- **Appreciation and support**

Firstly, the manager of the LOD needs to show her appreciation to employees and should be more visible in the section to gain a better understanding of what is happening in the various sections. Secondly, hierarchy created through senior language practitioners and researchers should be replaced by mechanisms that are aimed at rewards for performance. Lastly, job descriptions should be revisited, and jobs and roles should be re-evaluated as they evolve.

As to date, the career pathing strategy has not been implemented and no discussion takes place in terms of future plans or paths (Mathiti, 2010). HR processes are not interlinked as suggested by the Report (Mathiti, 2010). The short-listing process is outsourced to a company.

5.4.2 Memorandum of Concern – NEHAWU (2009)

In response to the high employee turnover as well as the high level of job dissatisfaction experienced in the LSS, the union, NEHAWU (National Education Health & Allied Workers' Union), conducted research to establish why so many of their members indicated job dissatisfaction in the LSS.

A task team was selected by NEHAWU to investigate the cause of resignations in the LSS as 24 employees resigned between the period 1 October 2007 to 30 September 2008, which represented a staff loss of 18,6%. According to the task team, implications for the LSS and the section were:

- A definite decrease in quantity and output as there are fewer language practitioners to do the work.

- A decrease in the quality of output, as an LSS employee's departure is tantamount to the loss of high-level experience from the LSS.

- An unbudgeted expense incurred through the resultant processes of recruitment and selection required to fill the post(s).

- An unbudgeted expense incurred through the need to train new recruits.

NEHAWU conducted interviews with employees who resigned and who were in the process of resigning. The union also compared salaries paid to entry-level LPs at Parliament South Africa with those earned by entry-level LPs in other public service entities, as indicated below. The salaries were compared to indicate to managers that the remuneration packages of LPs at Parliament are not competitive. Lastly, the union conducted a study of the reasons why LSS employees were unhappy with their conditions of the employment. Below is a breakdown of the salaries paid to LPs in other legislatures.

RANKING	INSTITUTION	SALARY*
1	Department of Justice	R297 000
2	Gauteng Legislature	R283 000
3	Statistics SA	R269 000
4	Limpopo Legislature	R223 000
5	Parliament of South Africa	R216 000
6	Provincial Departments of Arts & Culture	R175 000**

Figure 5.1: Memorandum of Concern – NEHAWU (2009)
Source: NEHAWU.

The reasons why employees resign from the LSS as provided to the task team assigned by NEHAWU included the following:

- No coherent talent management strategy in place

- Non-competitive remuneration packages

- Lack of career advancement opportunities

- Arbitrary approach to performance management

- The LSS employs the most marketable workers.

Another important factor indicated to NEHAWU is the fact that many LPs have relocated from other provinces and when given the opportunity, would return to their province of origin, especially if offered better remuneration packages.

After the investigation, NEHAWU suggested the following:
- Increase the LSS remuneration packages and salary scales in order to make packages more competitive.
- Revitalise the LSS performance management policies and link performance management with remuneration and training and development.
- Develop and implement a more specific and targeted development and training programme.
- Devise an institution-wide policy that emphasises promotion from within and that is linked with training and development.
- Establish executive development for senior management.

5.4.3 Unstructured interviews

5.4.3 1 Interview results: Human Resource Unit Manager: Administration, Mr Moorad

According to the HR manager, Mr Moorad (2010), exit interviews were conducted to gather information on why employees leave the LSS. The HR department was aware of the higher employee turnover experienced in specific sections. In order for the researcher to draw conclusions she had to ascertain which sections or units experience a high employee turnover and why employees left and are leaving the institution. This information was needed in order to gain an understanding of how to address the problems that lead to employee turnover. In 2009, the LOD Report, as commissioned by the HR Department of Parliament , was compiled which revealed the main causes for employee turnover. Mr Moorad agreed with the findings in the report, which included poor management, non-competitive remuneration, lack of growth and lack of training.

However, Mr Moorad also pointed out that turnover is a common occurrence and that turnover can also be positive as an institution can divest itself of poor performance and make way for talented employees.

Mr Moorad pointed out that talented LSS employees are in demand and are employed by provincial legislatures. Many talented LSS employees are also in demand in other countries.

5.4.3.2 Interview results: Human Resource Unit Manager: Performance Systems, Mr Vuyesile Mathiti

Mr Mathiti was of the view that many employees experience job dissatisfaction at Parliament South Africa because the organisational culture is not people-centred but goal-driven. National Parliament, and in particular the LOD, is the engine of the law-making and oversight process and this adds to the pressure experienced by the institution and its employees to reach the core objectives of Parliament. According to Mr Mathiti, this pressure and the goal-orientated nature of Parliament create an environment that is not conducive to career advancement as the focus is on reaching the objectives and not on the people. He is of the view that the organisational culture is not supportive of a people-centred organisation. The conditions to ensure an environment conducive to the development of employees must be created. In essence, HR's imperatives are to develop its employees.

On the question regarding career pathing, Mr Mathiti stated that Parliament lacks career pathing which is inconsistent with the existence of the policy on career pathing. According to him, talented employees leave as a result of the policy not being implemented. Employees reach a point of frustration after they have set measurable goals and have received the necessary training or intervention, and are unable to progress as inadequate attention is given to advancing employees. New employees are recruited and selected instead, after Parliament has spent time and money on training and bursaries (Mathiti, 2010).

Mr Mathiti was of the opinion that Parliament lacks talent management. In order to ensure career pathing, Parliament needs to know how to retain talented skills. Qualifications and talent need to be managed in order to allow mobilisation within the institution. Bursary allocation needs to be informed by talent management. It is important that bureaucracy does

not hamper talent management (Mathiti, 2010). He also mentioned that Parliament lacks integration of HR processes. Job description should be informed by talent management.

Mr Mathiti said in his interview that an environment that is conducive to the development of people needs to be created. HR's values are based on people-centeredness but these values are not inculcated in the institution. The human resource values that are based on a people-centred approach (the individuals and their aspirations, responsibilities, values and capabilities at the centre of what is done) must be implemented to ensure an environment conducive to development (Mathiti, 2010). The institution needs to be people-centred and not only goal-orientated. He also indicated a need for an effective talent management strategy as well as a career pathing strategy to be implemented. HR processes must be linked with all of this.

5.4.4 Results of survey questionnaires

In 2010 a survey questionnaire (see Appendices A) was used to determine the opinions of language practitioners (LPs) currently employed by Parliament with regard to their current job satisfaction The survey questionnaire consisted of two sections. Section A covered information with regard to the demographics of the respondents, for example age, gender, province of origin and the unit in which LPs work.

The survey questionnaires were given to 50 LPs in hard copy form. The LPs in the three units were instructed by the researcher to answer the questionnaires and it was collected by the researcher. The questionnaires distributed to the respondents were completed and returned by all.

Age Distribution

0%

9%

12%

37%

42%

Legend:
- 20-29 9
- 30-39 37
- 40-49 42
- 50-59 12
- 60+ 0
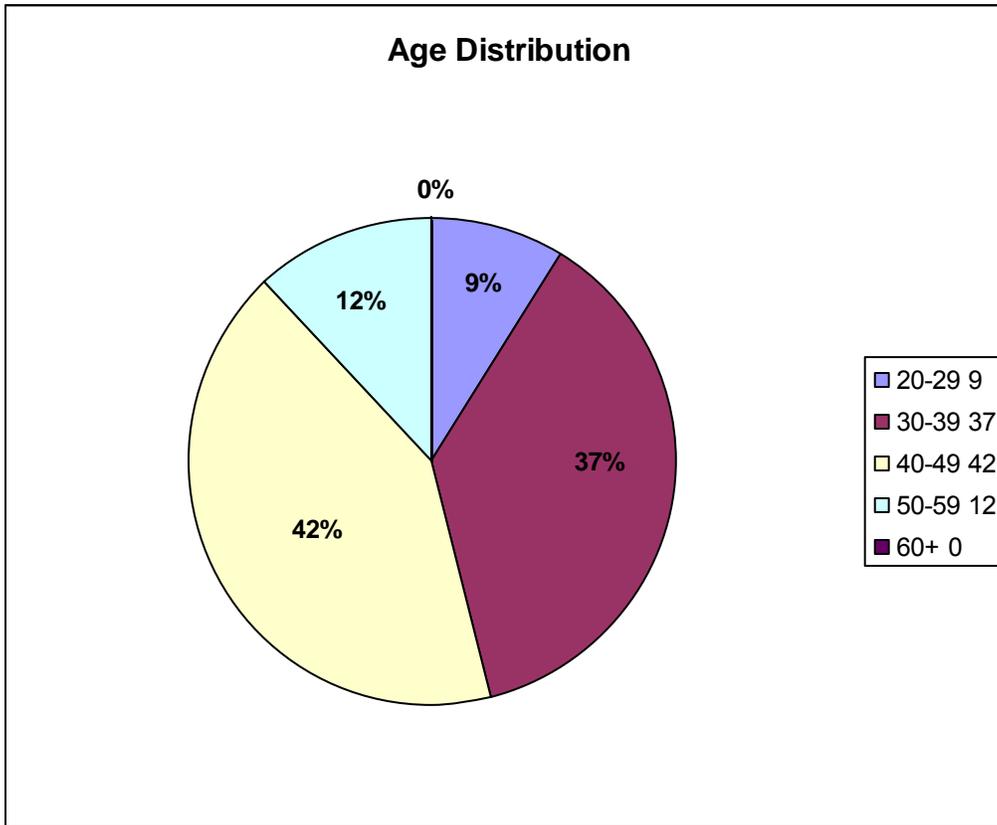
Figure 5.2: Age distribution of the respondents
Source: Parliament South Africa Survey Questionnaire(2010)

Figure 5.2 was included to ascertain whether the respondents in different age groups respond differently to questions in Section B. Figure 5.2 indicates that 9% of the respondents are between 20 and 29 years old, 37% are between 30 and 39 years old, 42% are between 40 and 49 years old, and 12% are between 50 and 59 years old.
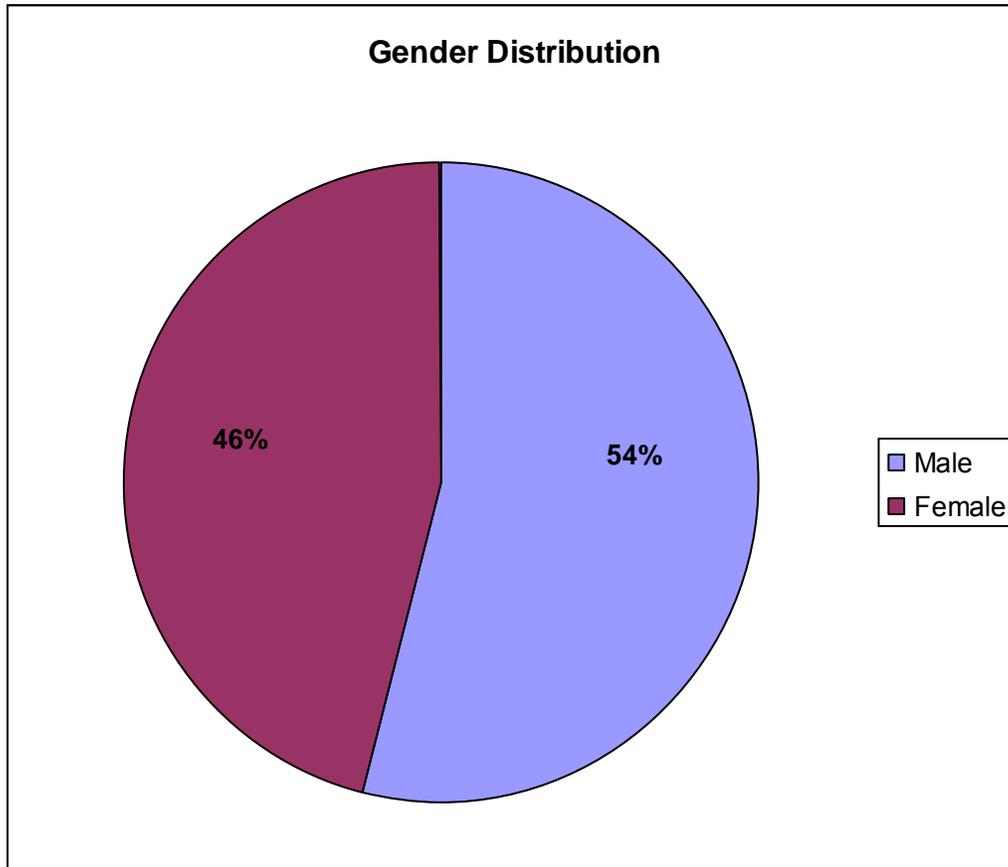
Figure 5.3: Gender distribution of the respondents
Source: Parliament South Africa Survey Questionnaire (2010)

Figure 5.3 above indicates that 54% of the respondents are male and 46% are females.

Figure 5.4 below indicates that 84% of the respondents reside in provinces other than the Western Cape and that 16% of the respondents reside in the Western Cape.
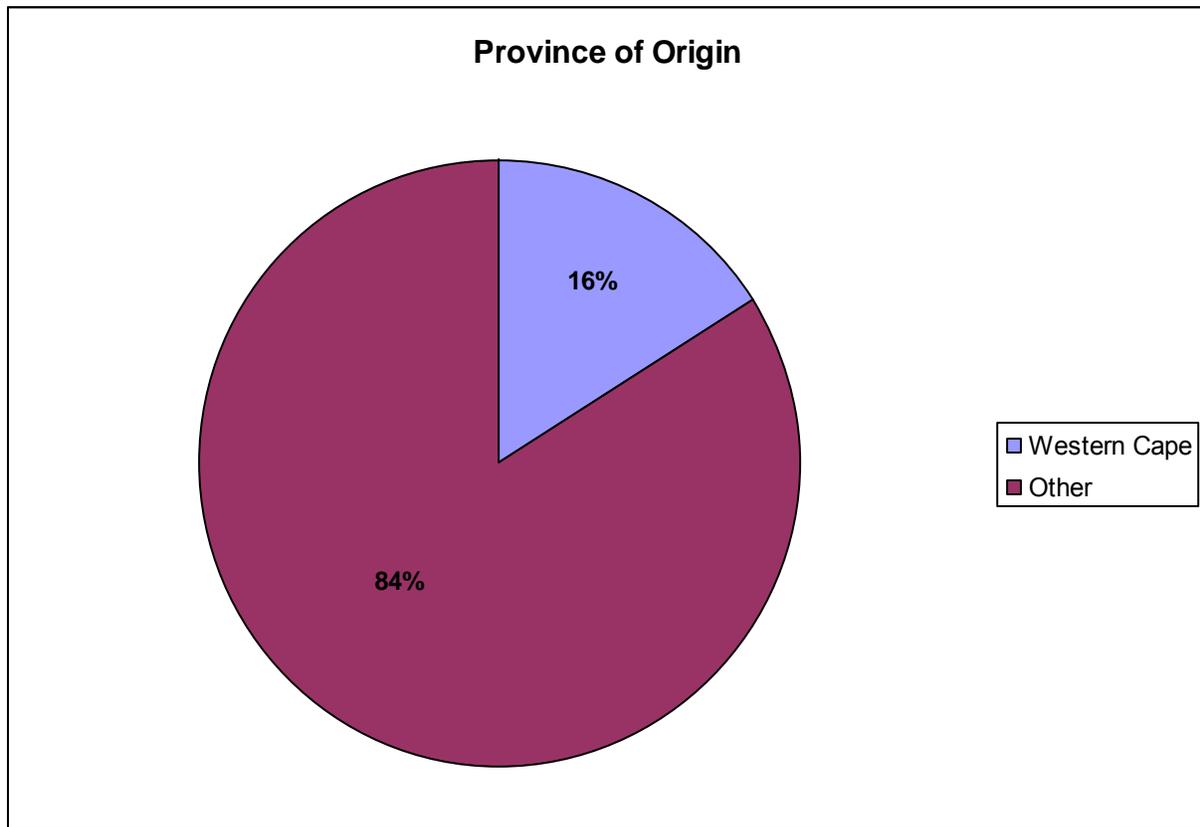
Province of Origin

Figure 5.4: Distribution of the respondents in terms of province of origin

Source: Parliament South Africa Survey Questionnaire (2010)

Units in LSS
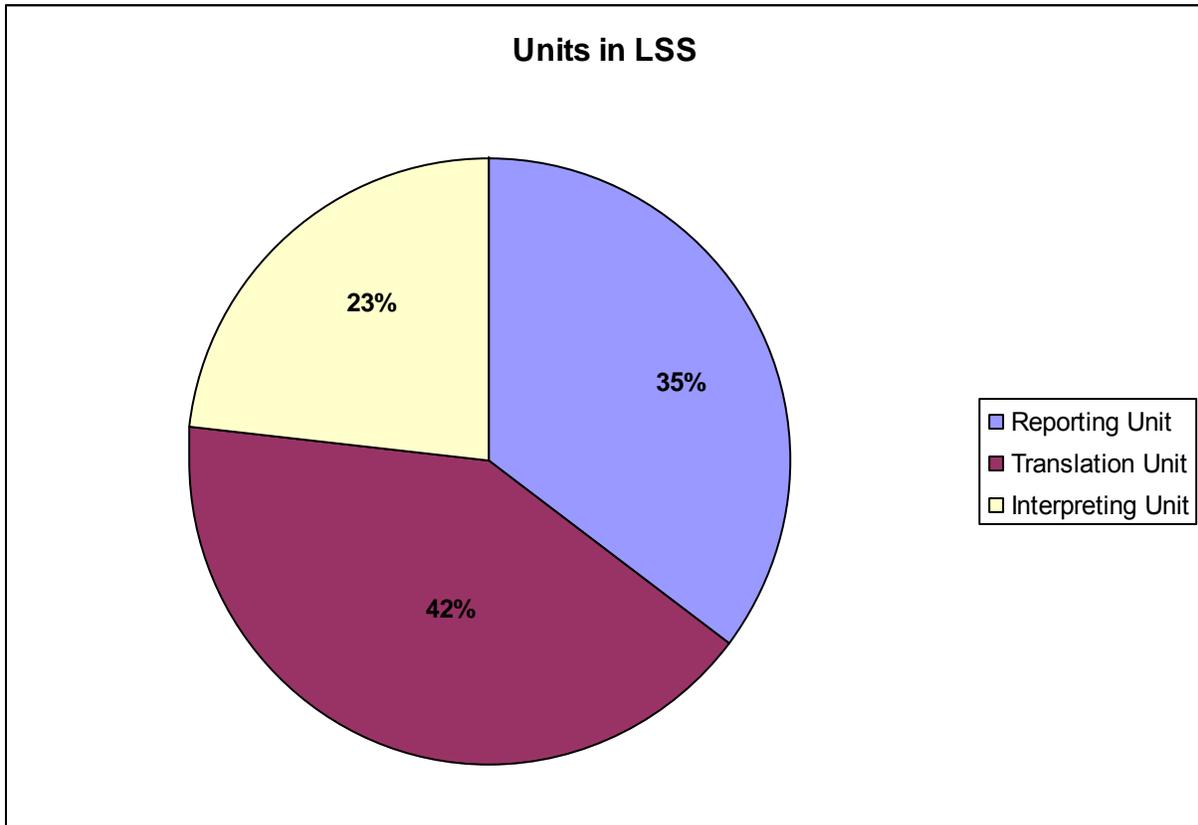
Figure 5.5: Unit distribution of the respondents
Source: Parliament South Africa Survey Questionnaire (2010)

According to Figure 5.5, 35% of the respondents work in the reporting unit, 42% work in the translation unit and 23% work in the interpreting unit.

Extrinsic causes: Items 1 to 9

Figure 5.6 indicates how the respondents responded to items on the questionnaire in terms of the extrinsic causes of employee turnover.
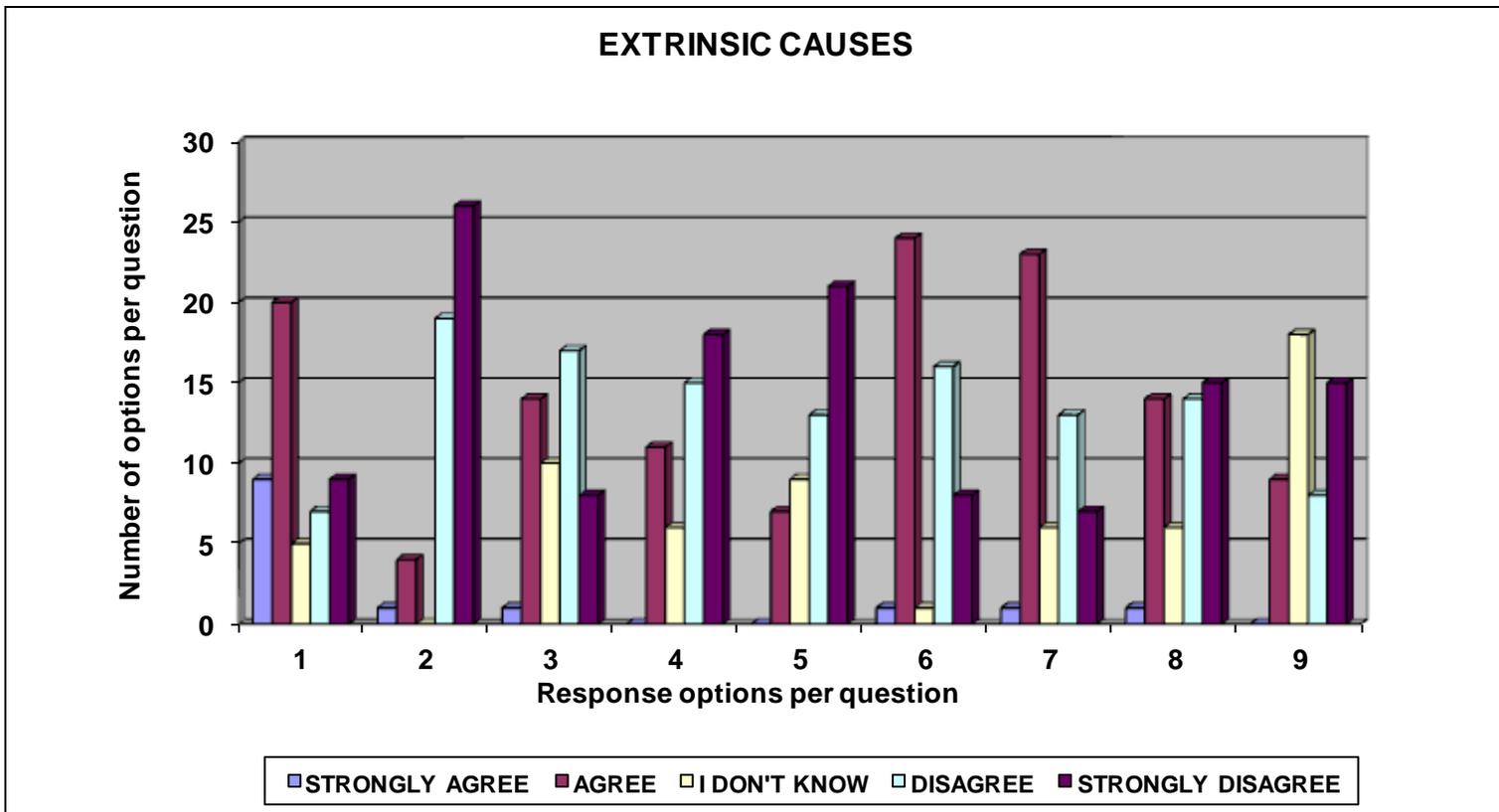
Figure 5.6: Analysis of survey questions – extrinsic causes

Extrinsic causes

In the analysis of each of the items, the agree and the strongly agree options will be combined and the disagree and strongly disagree options will be combined.

Item 1: I feel satisfied with my job – 58% agreed and 32% disagreed.

Item 2: I feel content with my remuneration package – 10% agreed and 90% disagreed.

Item 3: There are possibilities for career advancement in my current job – 30% agreed and 50% disagreed.

Item 4: I am content with the management of my section – 22% agreed and 66% disagreed.

Item 5: Everyone is treated fairly in my current job – 14% agreed 68% disagreed.

Item 6: I receive adequate training to do my job well – 50% agreed and 48% disagreed.

Item 7: My job is challenging and offers opportunities for growth – 48% agreed and 40% disagreed.

Item 8: Enough autonomy is allowed in my job – 30% agreed and 58% disagreed.

Item 9: I am valued and appreciated by management – 18% agreed and 46% disagreed.

Intrinsic causes: Items 1 to 7

Figure 5.7 indicates how the respondents responded to items on the questionnaire in terms of the intrinsic causes of employee turnover.
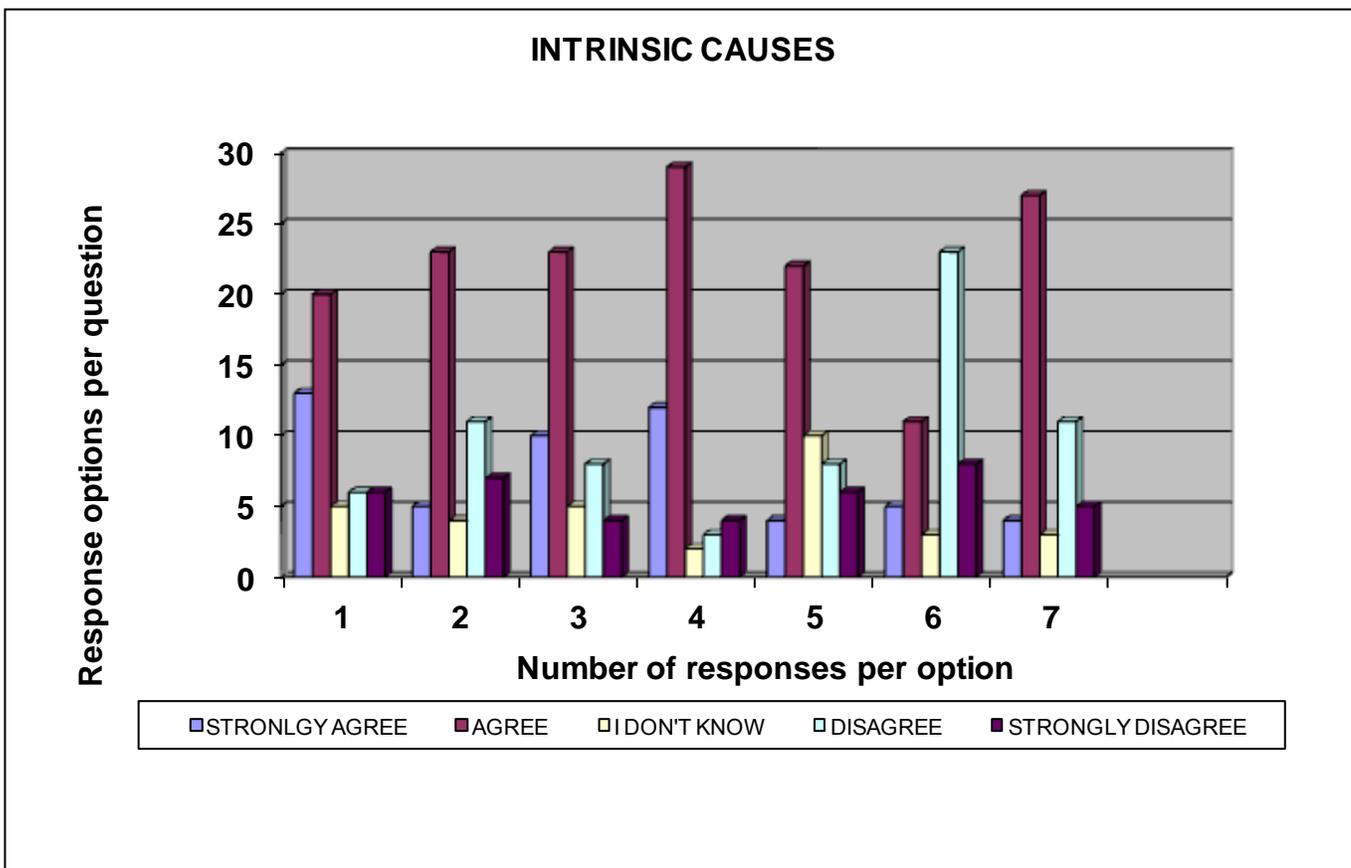
Figure 5.7: Analysis of survey questions – intrinsic causes

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Intrinsic causes

In the analysis of each of the items, the agree and the strongly agree options will be combined and the disagree and strongly disagree options will be combined.

Item 1: There is a good fit between my current job and my personality – 66% agreed and 24% disagreed.

Item 2: I feel content with my job – 56 agreed and 36% disagreed.

Item 3: I enjoy coming to work every day – 66% agreed and 24% disagreed.

Item 4: I feel committed to my job – 82% agreed and 14% disagreed.

Item 5: My personal values are aligned with the values of the institution – 52% agreed and 28% disagreed.

Item 6: I am involved in social networks of the institution –32% agreed 62% disagreed.

Item 7: I am involved in peer group relations – 62% agreed and 32% disagreed.

The following section discusses the results.

5.5 DISCUSSION OF RESULTS

As previously indicated, two of the objectives of the study are to determine the causes of employee turnover and to establish retention strategies. The data collected was primarily used to reach the above-mentioned objectives. These objectives are clearly explained in Chapter 1. The discussion of the results will be done in terms of these two objectives. The data collected with regard to why employees leave the institution pointed out that there are various reasons why employees left and are still leaving the LSS. The researcher found that there is a positive correlation between most of the sources from which data was gathered. The discussion incorporates the theory, as discussed in Chapter 2, combining intrinsic and extrinsic causes.

5.5.1 Objective 1: To determine the causes of employee turnover at the LSS of Parliament

This section discusses the various causes of employee turnover at the LSS identified by the sources.

The LOD Retention Strategy Project – Report and Strategy (2008)

The literature reviewed on employee turnover indicated that factors such as non-competitive remuneration packages, a lack of career pathing, poor management, a lack of appreciation, insufficient training and a lack of development are reasons why employees leave an institution. This correlates with the findings of the Report, as discussed in section 5.4.1. The Report emphasises the importance of effective recruitment and selection, adequate training and development processes, adequate remuneration packages, career pathing and appreciation and support. Therefore, implementing the recommendations as mentioned in the Report is critical to ensure employee retention.

NEHAWU

Most of the causes of employee turnover indicated by NEHAWU reflect the causes explained in the literature review. NEHAWU placed greater emphasis on remuneration packages and indicated that employees who reside in provinces other than the Western Cape tend to leave the institution when they find employment closer to their province of origin. More than 80% of the LPs in the LSS reside in provinces other than the Western Cape. Other causes identified by NEHAWU included no coherent talent management in place, non-competitive remuneration packages, external considerations, an arbitrary approach to performance management and a lack of career advancement.

Unstructured interviews

Mr Moorad mentioned one factor that correlates with the literature reviewed – external attraction. He also mentioned that training and development are valued by employees. Mr Mathiti indicated the lack of a people-centred approach as the reason why employees feel that they are not valued and why they leave the institution. This is significant and it is in line with the White Paper HRM (1997) that states that there will be opportunities for employees to develop their skills and abilities. Mr Mathiti also emphasised the negative implication of the absence of career pathing.

Survey questionnaires

The survey questionnaire indicated that 66% of the respondents are not satisfied with management. According to Borstroff & Marker (2007: 14-27), the relationship between

managers and employees does influence employees' decision to leave. Literature, Pergamit & Veum, as cited in Luddy (2005: 73-88), indicates that managers and supervisors have an impact on employee turnover. Fifty percent of the respondents indicated dissatisfaction with regard to the lack career advancement and 20% indicated that they don't know. Literature indicates that when employees consider promotion to be fair they are most likely to experience job satisfaction. A lack of job fit can also be deduced from the survey questionnaire. Grobler *et al.* (1998: 174) postulate that a lack of job fit is a reason to leave an institution. According to Baron (1993: 218), job fit also impacts on the productivity of employees.

Section A of the survey questionnaire dealt with the age, gender, province of origin and the LSS unit, and indicated that 79% of the respondents are between 30 and 49 years old. Okpara (2004: 327-338) states that there is a relationship between age and job satisfaction. It shows that the older work force is more likely to stay than the younger people. However, this research shows that the relationship between the two variables is not significant. The difference between the responses of older and younger respondents in terms of the extrinsic and intrinsic causes is therefore not significant.

While generating the primary data, NEHAWU identified one factor in terms of province of origin as a reason for leaving which was not reflected in the results of any of the other source data. Many employees who left indicated that they left to find employment closer to their families. However, there was a difference between the perceptions of Mr Moorad and Mr Mathiti concerning the reasons why employees leave the institution. Mr Moorad indicated that poor management, a lack of effective training and outside attraction are some of the reasons why employees leave the institution. Mr Mathiti greatly emphasised Parliament's goal-centred nature as a cause for employees leaving the institution. This reason was not reflected in the literature reviewed. He stated Parliament has to invest in its human resources in order to reach its core objectives. This is in concurrence with the Constitution (1996) which states that human resource management and career development must be promoted (Section 195(1)(h)). The interviewees were given the opportunity to express their opinions without interruption or prejudice.

The above represents the data gathered through various instruments. There are many similarities in terms of the causes for high employee turnover highlighted by each source. Therefore, the reasons why employees left the LSS, as put forward by the data presented in the LOD Retention Report, the NEHAWU Memorandum of Concern, the unstructured interviews and the survey questionnaire, encompass the following:

- **Ineffective recruitment and selection processes**: Ineffective recruitment and selection processes result in a lack of job fit. The LOD Report as well as the NEHAWU Memorandum of Concern clearly indicated that many employees left because of this. Employees do not have a sense of what their roles are, which leads to job dissatisfaction. Grobler, Carell, Elbert, Hatfield, Marx & Van der Schyf (1998: 174) state that the process of selecting is about the fit between the applicant and the job. Grobler *et al.* (1998: 174) reveal that levels of job satisfaction will increase if there is a good fit between the applicant's personality and the job.

- **Inadequate training and development**: Often training and development is inadequate and not specific to the needs of the employees which result in employees feeling disempowered and experiencing job dissatisfaction. The LOD Report, the NEHAWU Memorandum of Concern, the unstructured interview with Mr Moorad and Mr Mathiti undoubtedly indicated that training specific to the need of the employee, is required. Section 195(1)(f) of the Constitution states that "Public administration must be development orientated". A lack of training that is specific to the needs of the employee will result in frustration that leads to turnover.

- **Inadequate remuneration packages**: Remuneration packages which are non-competitive and inadequate often result in dissatisfaction with remuneration packages which leads to employees leaving an institution. Armknecht & Early (1972: 31-37) discovered that the most significant factor determining voluntary separation is the level of earnings. This concurs with the findings of the LOD Report, the NEHAWU Memorandum of Concern and the survey questionnaire where 90% disagreed that they are content with the remuneration package. This indicated undoubtedly that inadequate remuneration is an issue that leads to employee turnover.

- **A lack of career pathing and career advancement**: A lack of career pathing is one of the main reasons why employees leave the institution. Data suggests that employees have the need to grow and to have a career plan that is linked to training and performance management. The absence of a clear career path where managers together with employees discuss a possible career path, often leads to frustration and disillusionment. Fifty percent of the respondents indicated that there are not possibilities for career advancement and that they do not have a clear career path and 20% indicated that they don't know if there are possibilities for career advancement This was also clearly pointed out by the LOD Report, the NEHAWU Memorandum of Concern as well as by Mr Mathiti with whom an unstructured interview was conducted. Bajpai & Srivastava (2004: 89-99) state that promotion offers prospects of growth and career advancement.

- **Poor management**: Good management is key to job satisfaction. Data indicates that when employees feel they are not treated fairly and with appreciation and support they tend to leave the institution. Poor management was evident in the findings of the LOD Report and the NEHAWU Memorandum of Concern and 66% of the respondents indicated that they are not content with the management of the section. Borstorff & Marker (2007: 14-27) state that the relationship between managers and employees influences employees' decision to stay in a job.

- **External considerations**: External consideration is an important cause of employee turnover. Employees make use of Parliament's bursary scheme and educate themselves. As a result, they become eligible for other jobs. The LOD Report, the NEHAWU Memorandum of Concern and Mr Moorad with whom an unstructured interview was conducted indicated clearly that employees in the LSS are highly qualified and that the LSS employs many marketable workers.

- **Challenging opportunities**: According to the LOD Report employees also indicated a lack of challenging work as a cause of job dissatisfaction. Sharma & Bhaskar (1991: 23-24) agrees that if the work involves variety, is challenging, leaves room for using one's own discretion and ability, the person performing the job most probably experience job satisfaction

- **Lack of a people-centred approach to talent management**: The organisational culture is key to the happiness of employees. When the focus on the realisation of goals is greater than the focus on people, their well-being and development, employees experience a lack of appreciation and development. Mr Mathiti with whom an unstructured interview was conducted indicated very strongly that the lack of a people-centred approach to talent management contributes to employees leaving the institution.

- **Influence of province of origin**: The survey questionnaire indicated that 84% of the respondents reside in provinces other than the Western Cape. LPs tend to leave when they find employment closer to their families. The NEHAWU Memorandum of Concern pointed out that the influence of province of origin is a factor that contributes to the problem of employee turnover.

- **Lack of appreciation and support:** Data indicates that when employees feel they are not treated fairly and with appreciation and support they tend to leave the institution. Egan, Yang & Bartlett (2004: 279-301) concur that employees are satisfied with their jobs when they feel appreciated and supported by managers. The LOD Report and the NEHAWU Memorandum of Concern indicated that employees tend to stay at an institution when they feel appreciated and are supported by their managers.

The above-mentioned reasons for employee turnover as deducted from the data correlates strongly with the literature reviewed in Chapter 2. Job dissatisfaction impacts greatly on employee turnover (Mitchell, Holtom & Lee, 2001: 97) and it is influenced by working conditions, benefits, pay, management and career advancement (Sloane & Williams, 2000: 502). These issues are clearly reflected in the data as prominent causes of employee turnover in the LSS.

5.5.2 Objective 2: To make recommendations on how to retain employees at the LSS of Parliament

The LOD Retention Strategy Project – Report and Strategy (2008)

The recommendations proposed by this Report include determining a vision, getting accurate data on all employees, and determining what skills are available and required. The Report

also proposes a recruitment and selection strategy where the task of recruitment and selection is outsourced to eliminate corruption and to ensure job fit. This is consistent with the White Paper HRM (1997) which states that selection should be guided by principles such as fairness, equity and transparency. Thirdly, it recommends a remuneration strategy that is benchmarked against current market rates. This was also emphasised in the NEHAWU Memorandum of Concern and is in line with the literature reviewed which suggests a strong correlation between pay and job satisfaction. Lastly, the Report proposes advancement, succession planning and career pathing strategy where employees' personal development plans are aligned with training and development, career pathing and promotion. This shows a correlation with literature stating that an organisation has to pay attention to development if it wants to strengthen its relationship with its employees (Hall & Moss, 1998: 22-37).

Memorandum of Concern – NEHAWU (2009)

Most of the data generated indicated that an effective career pathing strategy needs to be implemented, and that this strategy needs to be interfaced with HR processes. Parliament's Policy on Retention clearly states that policies on performance management, career pathing and succession planning must be implemented in order to retain talented skills. The data also suggests more competitive remuneration packages as well as a coherent talent management strategy.

Unstructured interviews

According to the primary data, Parliament needs to take a people-centred approach rather than a goal-orientated approach as investment in human resources will impact positively on the realisation of the objectives of Parliament (Mathiti, 2010). It is important that the organisational culture is conducive to the development of people in order to retain talented employees. The aim of the White Paper HRM (1997) is that the public service changes into a well-managed and competent workforce which coincides with the notion of a people-centred approach.

It is also of the utmost importance that HR processes like recruitment and selection, training and development, career pathing, career advancement, performance management and the retention of employees are inter-linked (Mathiti, 2010). This will ensure a greater focus on the

employee which, in turn, will result in job satisfaction, as explained in Chapter 2 (Spector, 1997: 62).

Survey questionnaire

The results indicated that 66% of the respondents are not satisfied with the management of the section. Grobler *et al.* (2006: 126) as well as Branham (2001: 5) state that bad management is a reason why employees leave an organisation. Parliament should address the issue of bad management in order to retain talented staff. The survey questionnaire also indicated that 84% of the respondents reside in provinces other than the Western Cape. The needs of these LPs must be addressed in order to retain skills. Only 30% of respondents indicated that enough autonomy is allowed in their job. Employees have to be trusted with more challenging work to retain skills. Sharma & Bhaskar (1991: 23-24) agrees that if the work involves variety, is challenging, leaves room for using one's own discretion and ability, the person performing the job most probably experience job satisfaction

5.6 DEDUCTIONS

The research design, methodology and the presentation of the research results of this study is addressed in Chapter 5. Special emphasis was placed on two of the objectives outlined in Chapter 1. The data was collected to deal with these particular objectives.

Objective 1: Determine the causes of employee turnover at the LSS of Parliament

The researcher constructed unstructured interviews with Mr Moorad, the Human Resource manager, and Mr Mathiti, the manager of Performance Management, to gather data to reach Objective 1. A survey questionnaire was completed and other documentation was used to support data gathered through unstructured interviews. The researcher studied the data and concluded the following with regard to causes why employees leave the institution:

- Ineffective recruitment and selection processes

- Inadequate training and development

- Inadequate remuneration packages

- Inefficient performance management

- A lack of career pathing

- Lack of career advancement

- Poor management

- External considerations

- Challenging opportunities

- Lack of a people-centred approach to talent management

- Influence of province of origin

- Lack of appreciation and support

Objective 2: To make recommendations on how to retain employees at the LSS of Parliament

According to the data gathered there are quite a number of recommendations to address the problem of employee turnover. Chapter 6 will present these recommendations in more depth, but one could briefly mention the following: Through the unstructured interviews with Mr Moorad and Mr Mathiti recommend an organisational culture conducive to development and interlinked HR processes. The survey questionnaires recommend better and competitive remuneration packages, targeted training and development, and opportunities for growth. The data gathered by the Report and the NEHAHU Memorandum of Concern recommend effective recruitment and selection processes, effective management, a sound career pathing strategy linked with other HR processes, and a coherent talent management strategy.

Chapter 6 concludes this thesis and links the results of the other chapters and presents the recommendations.

CHAPTER 6: CONCLUSIONS AND RECOMMENDATIONS

6.1 INTRODUCTION

In Chapter 5, the secondary and primary data were analysed and the research results were given. It is important to discuss the main findings by focusing on the results of Chapters 1 to 5, as stated by Mouton (2006: 124). The end-product will be presented by providing a summary of each chapter as well as a discussion of the main conclusions in terms of the theory, the literature and practical research. Objective 4 and Objective 5, as mentioned in Chapter 1, will be addressed. According to Mouton (2006: 125), this can be done by indicating the links, deviations and anomalies between the results and the literature as discussed in Chapter 2. According to Klenke (2008: 23), qualitative research may or may not be interpretive. Klenke (2008: 23) also suggests that the goal of the researcher is to construct meaning from the qualitative data. The researcher will therefore construct meaning by drawing conclusions interpretively. The researcher will make recommendations to conclude the research, after which she will provide the references which underpin this research.

6.2 SUMMARY OF CHAPTERS

Chapter 1

This chapter provided a broad background of Parliament in which Parliament's function and objectives are discussed. It also explained where the LSS fits in and explained the role the LSS in reaching the core objectives of Parliament. The three different units of the LSS as well as their respective roles were discussed. The researcher indicated the high employee turnover rate experienced in the LSS, as provided by the Human Resource Department of Parliament South Africa with a summary of the LPs resigning between 2007 and 2010. The consequences of the employee turnover rate were also provided in Chapter 1.

Chapter 1 outlined the research design and methodology that the researcher used to determine why employees leave the institution. The researcher indicated that she would use a case study and that the LSS of Parliament South Africa would be used as a unit of analysis in

order to reach the objectives of the study. Lastly, Chapter 1 provided an overview of the content of each chapter.

Chapter 2

Chapter 2 provided various definitions of the term employee turnover and explained different models of employee turnover. Literature on the different concepts regarding employee turnover, such as reasons why employees leave and possible retention strategies, were outlined in Chapter 2.

Chapter 2 concluded that employees leave institutions for various intrinsic and extrinsic reasons. This conclusion was made after discussing the key factors regarding employee turnover. Retention strategies were also discussed in order to reach the objectives of the research.

Chapter 3

This chapter provided a legislative perspective of the management of employee turnover for Parliament South Africa. The following pieces of legislation regulate employee turnover at Parliament in a South African context: the Constitution (Act 108 of 1996), White Paper on Human Resource Management (1997), Department of Public Service and Administration Retention Guide (2006), the Parliament of South Africa: Policy on Promotions:, the Parliament of South Africa: Policy on Performance Management, the Parliament of South Africa: Policy on Career Management, the Parliament of South Africa: Policy on Recruitment and Selection, and the Parliament of South Africa: Policy on Retention.

It is important to note the vast scope of the legislation and that it covers all aspects pertaining to the management of employee turnover. The legislation does not deal with employee turnover per se, but rather with related issues such as recruitment and selection, promotion and career management.

Chapter 4

This chapter presented the LSS as the case study and provided a background to Parliament South Africa. The background included an organogram to illustrate where the LSS fits in and

the role of the LSS in terms of the core objectives of Parliament South Africa. The chapter also provided a background of employee turnover which points to a high employee turnover rate in the LSS. Parliament South Africa has shown concern about the high employee turnover rate and assigned a group to investigate the reasons why employees leave the LOD of which the LSS is a part. However, policies on issues relating to employee turnover have not been implemented.

An employee turnover rate of 37,98% between 2007and 2010 in the LSS was confirmed by Table 1.1 on the reasons for job termination in the LSS.

Chapter 5

This chapter discussed the research design as well as the secondary and primary data generated by the researcher. The data sources encompassed the interviews with two managers in the HR section of Parliament, the survey questionnaires, literature like books, articles and journals, and documents like the Retention Strategy Report and the NEHAWU Memorandum of Concern.

The generation of the data was aimed at reaching objective 4, to determine the causes of employee turnover at the LSS of Parliament; and objective 5, to make recommendations on how to retain employees at the LSS of Parliament. These objectives were addressed throughout the thesis and Chapter 5, specifically, provided an analysis of the data as well as the results in terms of these objectives. A comprehensive list of the causes of employee turnover at the LSS of Parliament was provided and these correlate to what was discussed in the literature review in Chapter 2.

Chapter 6

This chapter outlines a summary of the various chapters and provides conclusions and recommendations on how to retain employees in the LSS.

6.3 CONCLUSIONS AND RECOMMENDATIONS

The following section provides a discussion of the objectives of the study, as outlined in Chapter 1:

- To explore literature on the concept of employee turnover;
- To discuss the legislative environment of employee turnover within the South African context;
- To determine the causes of employee turnover at the LSS of Parliament; and
- To make recommendations on how to retain employees at the LSS of Parliament.

To explore literature on the concept of employee turnover

Literature on the concept of employee turnover was explored and indicates that employees leave the institution for various reasons that include the following:

- Lack of job satisfaction

- Inadequate remuneration packages

- The job itself

- Lack of job fit

- Lack of career advancement

- Inefficient performance management

- Poor management

- External considerations

- Challenging opportunities

- Personality

- Lack of appreciation and support

-

To discuss the legislative environment of employee turnover within the South African context

The legislative environment within which employee turnover is regulated is vast but addresses employee turnover directly or indirectly. The concepts that are addressed by the legislation are factors related to employee turnover such as personal growth, rewarding, career advancement, career performance and succession planning. Legislation such as the DPSA Retention Guide (2006) suggests that effected retentions strategies are implemented.

To determine the causes of employee turnover at the LSS of Parliament

Employees leave an institution for many reasons, which include the institution itself, the job, circumstances experienced by the employee with regard to family, the economy, external attraction and original place of residence. Employee turnover is mostly voluntary, as explained in Chapter 2, for both internal and external reasons.

The data indicates that most of the employees leave the institution due to dissatisfaction with some job-related or other external factors. These factors, as suggest by the data gathered from the Report, the Memorandum of concern –NEHAWU, unstructured interviews, and the survey questionnaire, include:

- Ineffective recruitment and selection processes

- Inadequate training and development

- Inadequate remuneration packages

- Inefficient performance management

- A lack of career pathing

- Lack of career advancement

- Poor management

- External considerations

- Challenging opportunities

- Lack of a people-centred approach to talent management

- Influence of province of origin

- Lack of appreciation and support

To make recommendations on how to retain employees at the LSS of Parliament

The next section addresses the recommendations with regard to retaining employees in the LLS of Parliament. The recommendations made in this section are based on the findings on the Report, the Memorandum of concern –NEHAWU, unstructured interviews, and the survey questionnaire of the research, as highlighted in Chapter 5 as well as literature review as presented in Chapter 2.

RECOMMENDATIONS

As the results of the research showed in Chapter 5, all the sources consulted indicated important aspects that the LSS should be focusing on in order to reduce employee turnover. Therefore, from the literature reviewed and the subsequent research done within the LSS, the following recommendations can be made:

1. A recruitment and selection strategy, where the task of recruitment and selection is either done fairly or outsourced to eliminate corruption and to ensure job fit, is of utmost importance. This is consistent with the White Paper HRM (1997) which states that selection should be guided by principles such as fairness, equity and transparency.

2. Quality training is recommended. Training should be preceded by an assessment of the training needs of the section. Training and development that is specific to the needs of the employees is strongly recommended. Skills-based training that will assist employees to reach a 100% production level is required to empower employees. The DPSA Retention Guide (2006) also recommends adequate training to ensure retention of employees.

3. A remuneration strategy that is benchmarked against current market rates is strongly recommended. This is also emphasised in the NEHAWU Memorandum of Concern and the LOD Report and is in line with the literature reviewed, which suggests a strong correlation between pay and job satisfaction. A more competitive remuneration package is therefore needed and recommended. Furthermore, high performance should be rewarded to retain talented staff. This is in line with what Armknecht & Early (1972: 31-37) discovered that the most significant factor determining voluntary separation is the level of earnings.

4. Effective performance management where planning, contracting, reviewing and proper assessment take place. Effective communication and on-going feedback to employees are strongly recommended. Tziner & Latham (1989: 145-153) emphasise the importance of ongoing feedback to employees. Poor performance must be addressed by managers in the form of training, guiding and mentoring (Parliament of South Africa: Policy on Performance Management, 2006). At the same time, high performance has to be rewarded (Parliament of South Africa: Policy on Performance Management, 2006). This will ensure better job satisfaction and decrease the level of frustration experienced by employees in the LSS.

5. Advancement, succession planning and career pathing strategy is proposed where employees' personal development plans have to be aligned with training and development, career pathing and promotion. The LOD Report, NEHAWU Memorandum of Concern and Mr Mathiti indicated strongly that it is crucial to address career pathing properly in the LSS. This shows a correlation with the literature as Hall & Moss (1998: 22-37), and Jiang, Klein & Tang (2003: 361-369) state that an organisation has to pay attention to development if it wants to strengthen its relationship with its employees.

6. The results of the survey questionnaire indicated that 66% of the respondents are not satisfied with the management of the section. Grobler *et al.* (2006: 126) as well as Branham (2001: 5) state that bad management is a reason why employees leave an organisation. Taylor (2002: 26-31) notes that employees desire leaders who know and understand them, and who treat them justly. Parliament should address the issue

of poor management in order to retain talented employees. Parliament must ensure that managers treat employees fairly and shows appreciation and support. This will lead to the retention of talented employees.

7. It is important that managers assess the performance of employees and trust them with work that include more variety and is more challenging. The LOD Report, the Memorandum of Concern and the survey questionnaire suggested that more autonomy and challenging work will increase the level of job satisfaction in the LSS which will lead to retention of employees in the LSS. According to Sharma & Bhaskar (1991: 23-24) employees who are allowed more room to use their own discretion and ability experience greater job satisfaction.

8. According to the primary data, Parliament needs to take a people-centred approach rather than just a goal-orientated approach as investment in human resources will impact positively on the realisation of the objectives of Parliament (Mathiti, 2010). It is important that the organisational culture is conducive to the development of people in order to retain talented employees. The focus should also be on the well-being and development of the employees in order to reach the objectives of the institution. This concurs with the aim of the White Paper HRM (1997) that the public service changes into a well-managed and competent workforce which coincides with the notion of a people-centred approach.

9. It is of the utmost importance that HR processes like recruitment and selection, training and development, career pathing, career advancement, performance management and the retention of employees are interlinked (Mathiti, 2010). This will ensure a greater focus on the employee which, in turn, will result in job satisfaction, as explained in Chapter 2 (Spector, 1997: 62).

10. Forty six percent of the respondents of the survey questionnaire indicated that they are not valued and appreciated by their managers and 36% indicated that they don't know if they are valued and appreciated. The results of the Report also indicated that employees describe their jobs as 'thankless". Egan, Yang & Bartlett (2004: 279-301)

states that employees are satisfied with their jobs when they feel appreciated and supported by managers. Managers should be more involved and aware of the effort made by employees to reach the objectives of the institution.

From the data gathered, the model in Figure 6.1 was designed to address the shortcomings that have been highlighted in terms of employee turnover and retention of skills in the LSS of Parliament South Africa.

The purpose of the model serves as a proposal to encourage the retention of language practitioners in the LSS of Parliament South Africa. This model is aimed at ensuring that LPs employed in the LSS experience job satisfaction through effective and interlinked HR processes which include recruitment and selection, performance management, career pathing, training and development.

The processes set out below must all be interlinked in order to retain talented skills. The retention strategy begins with recruitment and selection. It is crucial that the candidate selected fits the job. Therefore, the advertisement must be clear in order for all applicants to understand the advertisement. The recruitment and selection function could be outsourced to eliminate possible corruption and to ensure that the selection process is free from politics. A report that explains the short and long list must be provided to Parliament to motivate why candidates have been shortlisted. Interviews should include tests on interpreting, translating as well as Hansard reporting as different skills are required for these posts.

Remuneration packages for LPs must be competitive as LPS are attracted by legislatures or institutions that offer higher salaries.

Of utmost importance is that HR processes are interlinked. Bursaries must be informed by Personal Development Plans (PDPs). Further studies must form part of employees' development plans. PDPs must be reviewed during the performance management cycle and interventions like training must be informed by PDPs.

The implementation of an effective career pathing strategy is lacking at Parliament. The career path should be communicated to the manager who has to advise the employee on how

to reach the goals set out in the PDP. A mentor is vital at this stage as targeted training and development is required.

All the above recommendations as well as the proposed model should address the issues experienced by the LSS of Parliament and this should result in the reduction of employee turnover. The implementation of the strategy suggested in this model should lead to the retention of qualified and happier employees who are able to contribute towards the realisation of the core objectives of Parliament South Africa.

Figure 6.1: Retention model

EMPLOYEE RETENTION

EMPLOYEE RECRUITMENT & SELECTION + EMPLOYEE MANAGEMENT

EMPLOYEE RECRUITMENT & SELECTION =

THE JOB ADVERTISEMENT
+
- Advertisements to be specific to the position to be filled
- Requirements and remuneration packages to be clearly explained

OUTSOURCING OF SELECTION PROCESS
+
- A report on shortlisted candidates to be provided to Parliament
- Politics to be kept out of selection process

THE INTERVIEW to include a test for:
- Interpreting
- Translation
- Hansard reporting

- Interview to include test for Hansard Reporting

+

INTERVIEWING PANEL
Open to review / critique

Panel to be:
- Fair
- Transparent

EMPLOYEE MANAGEMENT =

COMPETITIVE REMUNERATION
+
- Remuneration to be comparative to the packages offered to LPs at legislatures, government departments and other institutions

PERFORMANCE MANAGEMENT
- Contracting
- Reviews
- Assessment
- Personal development plans

- All steps of performance management to be completed
- PDPs to be developed for all employees

+

CAREER PATHING
- A defined track to be followed by each employee in pursuit of his/her career goals

+

TRAINING & DEVELOPMENT
- Further study & Bursary Scheme
- Coaching & Mentoring

- New employees are to receive comprehensive training before work commence
- Bursary scheme must be aligned to the goals and career path as stated in the PDP

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APPENDICES A

A. Questionnaire on the causes of employee turnover in the LSS of Parliament South

Africa

Please mark with an x in the box with the appropriate response. Mark one box only.

1. **What is your age?**

Below 20 years	
20-29 years	
30-39 years	
40-49 years	
50-59 years	
60 years and over	

2. **What is your gender?**

Male	
Female	

3. **What is your province of origin?**

North West	
The Free State	
Gauteng	
KwaZulu-Natal	
Limpopo	
Mpumalanga	
The Northern Cape	
The Eastern Cape	
The Western Cape	

4. **In which unit of the Language Services Section do you work?**

Reporting Unit	
Translation Unit	
Interpreting Unit	

Section B
Causes of Turnover:
Extrinsic causes

This section measures your feelings towards your work related needs. Please put a cross (x) in the applicable box to rate your level of agreement or disagreement. Mark one box only.

No	Item	Strongly agree	Agree	Don't know	Disagree	Strongly disagree
1.	I feel satisfied with my current job					
2.	I feel content with my remuneration package					
3.	There are possibilities for I career advancement in my current job					
4.	I am content with the management of my section					
5.	Everyone is treated fairly in my current job					
6.	I receive adequate training and information to do my job well					
7.	My job is challenging and offers growth and opportunities					
8.	Enough autonomy is allowed in my job					
9.	Am valued and appreciated by management					

Intrinsic causes of turnover

No	Item	Strongly agree	Agree	Don't know	Disagree	Strongly disagree
1.	There is a good fit between my current job and my personality					
2.	I am content with my job					
3.	I enjoy coming to work everyday					

4.	I feel committed to my job					
5.	My personal values are aligned with the values of the institution					
6.	I am involved in the social networks of the institution					
7.	I am involved in peer group relations					