AN EXAMINATION OF THE RATIONALE BEHIND EMPLOYEE TURNOVER IN THE SOUTH AFRICAN NATIONAL DEFENCE FORCE
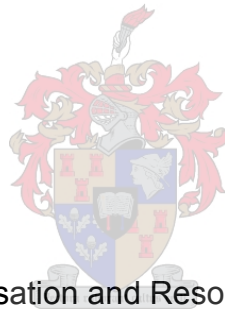
By

Rhondine Candice Joseph

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Supervisor: Dr W.D. Erasmus

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DECLARATION

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ABSTRACT

Employee turnover is an ever present challenge faced by many organisations. Military institutions are no exception. Extraordinary employee turnover impacts adversely the general effectiveness of all organisations, including non-profit organisations. Relatively high employee turnover is seen as a routine phenomenon in military working environments. Thus it is often unknown to line managers and commanders why employees decide to either leave the organisation, or stay. While military leadership regard regular and even high levels of employee turnover as a normal phenomenon, it becomes a cause of concern when increasing numbers of military personnel voluntarily withdraw their services from the organisation.

The South African National Defence Force (SANDF) is a public service institution within the Department of Defence (DOD) governed by the South African Constitution and South African law. For this reason, it is constantly reminded of its primary mandate of providing security, yet also called upon for improved and effective service delivery to the public of South Africa. For effective service delivery and overall security of South Africa, the SANDF needs to focus on the retention of their valuable employees. Through maintaining the effectiveness, well-being and satisfaction of its personnel, it will secure retention of the best. Yet, an unusually high percentage of military personnel leave the SANDF prematurely.

Therefore, a study was undertaken to determine the reasons why military employees leave the SANDF, and to investigate factors that may contribute to their decisions to leave. Possible retention strategies would also be investigated. The study had a sample size of 160, of which 140 were members still employed in the SANDF, and 20 members who had resigned. A mixed research approach was adopted in this study. Quantitative data were analysed through IBM SPSS, and a thematic coding system was used to analyse qualitative data.

The results of the study revealed that military employees make their decision to leave the SANDF based on three primary factors, namely: unfair treatment; incompetent leaders, managers, seniors; and lack of organisational support. Recommendations were made that policy procedures should be adhered to when

decisions are made, that leaders, managers and seniors should undergo a screening process before being appointed in critical command posts, and that support systems be implemented to assist military employees feeling compelled by circumstance to leave the organisation.

OPSOMMING

Werknemersomset is 'n konstante uitdaging waarmee instellings gekonfronteer word. Militêre instellings is geen uitsondering nie. Buitengewone werknemersomset beïnvloed die algemene effektiwiteit van alle organisasies nadelig, ook nie-winsgewende organisasies. Relatief hoë werknemersomset word dikwels beskou as 'n normale verskynsel in militêre werksomgewings. Daarom is lynbestuurders en bevelvoerders dikwels onbewus van die feit dat, of die redes waarom werknemers óf aanbly, óf die instelling verlaat. Alhoewel militêre leierskap gereelde en hoë vlakke van werknemersomset as 'n normale verskynsel beskou, word dit 'n bron van kommer wanneer toenemende hoeveelhede militêre personeel vrywillig hul diens uit die organisasie onttrek.

Die Suid-Afrikaanse Nasionale Weermag (SANW) is 'n openbare diensleweraar binne die Departement van Verdediging (DvV) wat deur die Suid-Afrikaanse Grondwet en deur Suid-Afrikaanse wetgewing gereguleer word. Om daardie rede word dit gereeld aan sy primêre sekerheidsvoorsieningsmandaat herinner, maar word dit dikwels ook vereis om verbeterde en effektiewe dienslewering aan die Suid-Afrikaans samelewing te lewer. Met die oog op lewering van effektiewe diens en oorhoofse sekerheid van Suid-Afrika, moet die SANW poog om sy waardevolste werknemers te behou. Deur die effektiwiteit, welstand en bevrediging van sy personeel te handhaaf sal dit verseker dat die beste werknemers behou word. Tog verlaat 'n buitengewone hoë persentasie militêre personeel die SANW voortydig.

Daarom is 'n studie onderneem om die redes waarom militêre werknemers die SANW verlaat, te bepaal, en die faktore te ondersoek wat mag bydra tot hul besluit om die diens te verlaat. Moontlike behoudstrategieë sou ook ondersoek word. Die studie se steekproefgrootte was 160, waarvan 140 mense was wat steeds in diens van die organisasie staan, en 20 voormailge werknemers van die SANW was. 'n

Gemengde navorsingsbenadering is met hierdie studie gevolg. Kwantitatiewe data is deur middel van IBM SPSS ontleed, en 'n tematiese koderingstelsel is benut om kwalitatiewe data te ontleed.

Die resultate van die navorsing het bewys dat militêre werknemers baseer hul besluit om die SANW te verlaat op drie primêre faktore, naamlik: onbillike behandeling; onbevoegde bestuurders, leiers, seniors; en gebrek aan organisatoriese steun. Aanbevelings wat gemaak is, is dat beleidsprosedure nagekom moet word tydens besluitneming, dat leiers, bestuurders, en seniors deeglik gekeur moet word voordat hul in kritieke bevelsposte aangestel word, en dat ondersteuningstelsels geïmplementeer moet word om militêre werknemers wat genoop voel om die organisasie te verlaat, by te staan.

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LIST OF ABBREVIATIONS

RSA	Republic of South Africa
SANDF	South African National Defence Force
SAMHS	South African Medical Health Services
DOD	Department of Defence
AC	Affirmative Commitment
CC	Continuance Commitment
NC	Normative Commitment
FSHC	Firm Specific Human Capital Theory
HR	Human Resource
SADEC	South African Development Community

CHAPTER 1
BACKGROUND OF THE STUDY

1.1   INTRODUCTION

Organisations are faced with high personnel turnover rates which ultimately could affect the effective running of their businesses. Thus, in modern organisations, the retention of highly skilled employees has become a strategic priority. Generally, employee turnover is known for its negative effects on the effectiveness of both profit and non-profit organisations. The military as a non-profit organisation is not exempted from the adverse effect of extraordinary employee turnover. Although military organisations perceive turnover as an infrequent phenomenon, even a *conditio sine qua non*, an increased number of military personnel leaving military organisations voluntarily is cause for concern or question. Because the replacement of skilled and specialised military personnel remains a constant challenge, many countries have prioritised the retention of skilled and qualified military personnel.

High turnover of qualified and skilled personnel from military organisations is cause of national concern. High turnover of qualified military personnel generates consequences that Lane (2006: 67) describes as more damaging for military organisations than any other organisation. When military turnover is high, it damages the operational effectiveness of the organisation, and compromises overall national security, partly because it leaves employees that remain behind with increased workloads and task demands. According to Lane (2006: 68), these demands and workloads on remaining employees trigger frustrations, burnout and overwork of personnel. Although the military is a non-profit organisation, it does not make it immune to the general effects of employee turnover.

1.2   RESEARCH PROBLEM

In recent years, the high turnover rate of members serving in the South African National Defence Force (SANDF) has raised questions regarding the effect it has on the operational effectiveness, goals and objectives of the SANDF (Govender, 2006:3) The SANDF comprises of four arms of service, namely the South African

Army, South African Air Force, South African Navy, and South African Military Health Services (SAMHS). Its primary aim is to defend and protect the territory of the Republic of South Africa. The South African National Defence Force (SANDF) primarily provides security for the Republic, but also acts as caregiver and administrator in times of national disasters. They are thus frequently required to improve the quality of their services delivered to the society whilst maintaining a high standard of professional ethics. The SANDF faces new demands to compete globally and to remain effective in a fast-changing modern world. Military personnel are the main component of a strong, effective SANDF (Govender, 2006: 4)

In recent years, a higher than normal number of people left the organisation, which caused great concern (Mafini & Dubihlela, 2013: 533). The uncontrolled loss of personnel and expertise could negatively affect the combat effectiveness and readiness of the SANDF. High turnover rates compel military officials to consider appropriate retention strategies (Mafini & Dubihlela, 2013: 533) to ensure effective and efficient use of organisational resources. Much research have been conducted on employee turnover. It was concluded that high military personnel turnover is not a simplistic matter, that it could be attributed to several factors, inter alia poor person-organisation fit, prolonged physical and emotional stress, and a demanding workload (Kelly, Hock, Bonney, Jarvis, Smith & Gaffney, 2001: 44). Despite these findings, military turnover is still increasing (Kelley, *et al*., 2001: 46). It was found that high levels of negativity are associated with employees' reasons to leave. The high number of employees leaving the institution is expensive to replace. Hence, it is important to investigate the reasons why military personnel choose to withdraw their services from the military.

Table 1 below depicts the total number of military employees versus the number of employees who left the organisation over a period of three years.

Year	Total number of employees in the SANDF	Number of military terminations in the SANDF	Number of employees who resigned from the SANDF	Percentage of resignation against terminations
2015	78 707	3331	1119	33.59%
2016	77 597	3278	1154	35.20%
2017	76 480	3641	1136	31.20%

Source: Department of Defence (2017: 132).

The number of terminations includes all employees who had left the organisation, regardless their reason for doing so. These include death, resignation, contract expiry, transfer, retirement, medically discharges or discharges.

The next section deals with the research questions and objectives of the study.

1.3 RESEARCH QUESTIONS

1.3.1 Primary research question

- What is the rationale behind employee turnover in the South African National Defence Force?

1.3.2 Secondary research question

- What are the contributing factors that lead to high turnover of military personnel?

1.4   RESEARCH OBJECTIVES

1.4.1 Primary research objective

- To examine the rationale behind employee turnover in the South African National Defence Force.

1.4.2 Secondary research objective

- To determine the contributing factors that affect abnormally high turnover of military personnel.

1.5   AIM OF THE STUDY

The aim of this study has been to examine the rationale behind employee turnover in the South African National Defence Force.

1.6   DELIMITATION OF THE STUDY

- This aim of this study was to examine the rationale of the overall turnover rate in the South African National Force from 2015 to 2017 because during this period the turnover rate increased.
- The study included in its scope members currently employed in the SANDF as well as those employees who are no longer employed in the SANDF. The researcher only interviewed those employees who resigned from the SANDF voluntarily, and not those who left the organisation due to retirement or discharge.
- The study involved only members employed in military units in the Western Cape Province. These military units were limited to the South African Military Academy, Infantry School, Oudtshoorn, and SA Naval Base Saldanha.

1.7   SIGNIFICANCE OF THE STUDY

According to Mafini and Dubihlela (2013: 525), frequent withdrawals from the military are associated with negative work factors. Although there is burgeoning research on this topic in general, there is little evidence of research focusing on high employee turnover in the SANDF. Most research conducted on turnover concentrate on the private sector, whilst there is little evidence of research on military personnel turnover in South Africa. Hence the need to conduct this research to close the knowledge gap in research on employee turnover within the SANDF. A similar study conducted by Govender (2006) suggested further research on this topic as she could only cover the SAMHS and suggested a study, focusing on the SANDF as a whole. This study is also motivated by Mafini and Dubihlela (2013) who conducted a similar study on South African Air force technicians only, and who suggested an expanded study.

Taking into account the existing gaps in this field of knowledge, a more comprehensive study, one which involves all arms of service, was thus needed to shed light on the reasons why military personnel withdraw from the SANDF. This study might assist military stakeholders or managers who are involved in the functioning and controlling of the military to create new and better retention policies. When policy makers and stakeholders are armed with information, better programs can be designed to reduce personnel turnover in the military.

In this chapter the research problem, questions, and objectives were identified as well as the aim, delimitations, and significance of the study. The first step in answering the research question (What is the rationale behind employee turnover in the South African National Defence Force?) was to understand the concept of employee turnover, the effects and impacts thereof as well as the strategies to retain employees. The next chapter deals with the literature review on employee turnover.

CHAPTER 2

LITERATURE REVIEW: EMPLOYEE TURNOVER AND RETENTION STRATEGIES

2.1   INTRODUCTION

The literature review explores the concept of employee turnover in order to gain an understanding of the foundations of employee turnover.

According to Krueger (2011: 41), Employee turnover and retention strategies are top priorities for most modern organisations. Employee turnover is recognised for its negative effect on the performance of organisations. Whilst military public sector institutions often perceive employee turnover as an uncommon phenomenon, skilled, technical and high performance personnel frequently withdraw from the South African military voluntarily. Krueger (2011:41) states that the suitable, timely replacement of skilled and high performance personnel remains a threat to organisational performance, and the appropriate strategies to retain qualified military employees should be prioritised by all military organisations globally including smaller military institutions.

2.2   DEFINING EMPLOYEE TURNOVER AND RETENTION

There are many definitions of employee turnover. According to Hassan, Hassan, Khan and Naseem (2011: 2), employee turnover refers to the voluntary termination of employment of members of an organisation prior to the end of their contract. Armstrong (2012: 8) who considers employee turnover as one of the most persistent challenges in any organisation refers to employee turnover as the redundancy, retirement and resignation of employees. According to Armstrong (2012: 9), employee turnover causes disruptions in an organisation and it is often costly. Griffeth and Hom (2001: 25) state that employee turnover can be either voluntary, involuntary or dysfunctional. Voluntary turnover includes employees who choose to leave the organisation, whereas involuntary turnover is initiated by the organisation itself based on, inter alia, an employee's poor work performance. Dysfunctional turnover takes place when highly skilled and qualified employees leave the

organisation voluntarily. Samuel and Chipunza (2009: 30) assert that dysfunctional turnover is harmful to any organisation as it entails losing employees who are very hard to replace. For the purpose of this study, the researcher focused on voluntary and dysfunctional turnover to inform current military organisational stakeholders of the reasons why employees leave. Said information will enable organisational stakeholders to develop better retention strategies to keep valuable employees with the organisation.

Hassan *et al.* (2011: 5) define employee retention as ''the effort by the employer to keep desirable and high performance employees in order to meet the organisation's objectives''. For an organisation to maintain high productivity, it is important for them to have retention strategies which will enable the organisation to keep its best employees in its service. With powerful and favourable retention strategies, employees will remain with the organisation and will help in the achievement of organisational goals. According to Walker (2001: 7), employee retention can be enhanced through the following seven factors:

- Compensation and appreciation of the work performed.
- Provision of challenging work.
- Chances to be promoted and to learn.
- Invitational atmosphere within the organisation.
- Positive relationships with employees.
- Healthy balance between professional and personal life.
- Good communication.

Das and Baruah (2013: 10) state that if the correct retention strategies are presented it will secure retention of skilled employees in the organisation. They add that it will also invite other high performing employees to the organisation. Although some organisations have retention strategies in place, employees still choose to leave. The question then is: why do employees leave an organisation even when retention strategies appear to be in place?

2.3   PREDICTORS OF EMPLOYEE TURNOVER

Employee turnover can be problematic to an organisation. When employees leave the organisation it leaves the organisation with major costs as it takes much time and money to replace them. According to Mitchell, Holton and Lee (2011: 97), the total cost to replace desirable employees sometimes ranges from 90 to 200 percent of the annual salary for the position advertised. It is essential to develop effective evidence to serve as guidelines towards managing turnover. The parties involved in reducing turnover need to understand the areas they should focus on to retain employees. According to Branham (2005: 3), employees leave the organisation for the following reasons:

- The work place does not meet the employee's expectations.
- A mismatch between the job and the person.
- Too little or no coaching.
- Little opportunities for growth and advancement.
- Devaluation and non-recognition of employees.
- Overwork and work/life imbalances.
- No trust and confidence in seniors or leaders.

Based on considerable findings by O'Leary and Deegan (2005: 422) and Govender (2006: 101) of the negative relationship between the high rate of employee turnover and job satisfaction, job dissatisfaction was found to be the core reason why employees leave the organisation. Bloome, Rheede and Tromp (2010: 271) indicate that a high employee turnover rate is a direct consequence of low job satisfaction. In addition, low job satisfaction is usually combined with lucrative job opportunities which invite dissatisfied, high performance employees to switch employers.

O'Leary and Deegan (2005: 422) show that low remuneration and few or no promotion or development opportunities are leading factors of turnover. Poulston (2009: 23) posits that low pay also means that motivation and satisfaction of employees would be low. Poulston (2009:24) further advances that the motivation of employees to work was negatively affected by dissatisfaction with remuneration and

limited career opportunities. The result of low satisfaction with remuneration and no opportunities to enhance the job are likely to motivate the decision to leave the organisation and seek better employment. Onguri (2007: 12), on the other hand, states that employees not only have a problem with the actual pay but also with the perceived unreasonable level of pay. A similar situation is shared with promotion. It is important to have reasonable remuneration for high performing employees given the fact that the cost of replacing these individuals is very high.

A link was made between valuation and appreciation of employees and benefits and rewards. According to Armstrong (2012: 134), employees feel most valued and appreciated when they are rewarded. Rewards enhance the possibility of employees to strengthen their bond with the organisation. Jenazeb, Rasheed, Rasheed and Aamir (2012: 270) provide proof that rewards are the most important strategy to make employees remain with the organisation as it makes them feel wanted and appreciated, which leads to job satisfaction. Ozturk, Hancer and Im (2014: 300) consider poor remunerational benefits as the most influential factor leading to employee turnover. Their study argued that employment benefits are a mechanism used to meet organisational goals and objectives and to retain and attract top performing employees. Their study also concluded that the organisation's productivity depends on benefits rewarded to employees, which in turn enhances labour efficiency and satisfaction.

Glebbeek and Bax (2004: 284) suggest that employees leave the organisation when they feel that their jobs description does not fit their qualifications best. Other studies conducted by Limbert (2004) have confirmed that when an organisation invests in employees' marketable skills, by promoting employees according to their qualification and capabilities, employee turnover is likely to be reduced. As employees advance and acquire new qualifications, they may find other employment or career options attractive as they outgrow their current positions. Promotion is an important tool to establish a match between the new skills employees acquire whilst in the organisation, and job requirements. Promotion is also a tool to reduce the attraction of other job opportunities (Tracey & Hinkin, 2008: 20).

Studies such as those conducted by Taylor (2002: 45), Sahinidis (2008: 69) and Das and Baruah (2013: 7) indicate a strong relationship between supervision and turnover. According to Taylor (2002: 45), the employee-supervisor relationship is an important determinant to show how satisfied employees are with their job. Trust and support shown by supervisors towards employees increase the likelihood of employees to remain with the organisation. Poor or non-existent relationships, on the one hand, increase the chances of employees to leave the organisation voluntarily. Sahinidis (2008: 69) indicates that inter-role conflict between professionals and superiors is the most common reason why employees leave an organisation. This conflict arises when professional workers feel incompatible with the organisation as they work according to their personal-professional work ethics. Often these ethics are not aligned with the organisation's expectations and force professional workers to seek more attractive or better fit employment.

According to Das and Baruah (2013: 7), a work/life imbalance has adverse effects on employees. Conflict arises when employees have conflicting responsibilities at home and at work, while both are equally demanding and uncompromising. In an organisation such as the military, frequent and potentially long separations from home and families are innate organisational demands. Long separations from home and families are often triggers of stress. Constant threat of danger and problems associated with families left behind are deemed the primary sources of stress in the military (Limbert, 2004: 38). According to results of a survey conducted in the British Air Force in 2004, lengthy separation from home and family was the fourth most common reason soldiers left the service. This survey concluded that separation from home and family also affects negatively the recruiting and training of personnel as it prevents people from wanting to join or belong to the military (Limbert, 2004: 39). It is often argued that, although work-life imbalances affect the turnover rate of the military, most soldiers knew before recruitment that separation from home and families was a military job or career requirement. Work-life conflict is also associated with reduced psychological well-being due to the fact that employees who are often required to work during weekends are psychologically and physically weak due to stress and exhaustion.

Although literature mostly perceives employee turnover a negative phenomenon, some researchers have opined the contrary, that there are undeniable reasons why turnover is not only bad, but even beneficial to organisations. Costen and Salazar (2011: 300) synthesized and critically analysed employee turnover studies and compiled the reasons why a certain level of turnover should be encouraged. They accept the fact that turnover should be low, but also should not be too low. According to them, when turnover is too low, constant new ideas and fresh minds are lacking, through which an organisation can quickly turn into an old machine with an inability to cope with change. Employee turnover, like any other challenge, offers both risk and reward. In some cases, employee turnover may assist the organisation in increasing its productivity by matching jobs with employees, and by promoting high performance employees. Their study found that certain organisations accept a healthy level of employee turnover as it keeps the organisation dynamic.

2.4   EFFECTS OF EMPLOYEE TURNOVER

Employee turnover is naturally expensive, yet often also incurs needless expenses. Voluntary turnover, which is the loss of human capital investment from organisations, have a direct impact on organisational costs. According to John (2000: 711), replacement costs are the highest, as it entails a search in the external labour market for a suitable substitute, selection between competing substitutes, and the formal and informal training of the selected substitute until she/he accomplishes the performance levels which were held by the individual who left the organisation. Literature outlines various reasons why so much attention is paid to employee turnover. A study conducted by Catherine (2002: 107) confirms that high employee turnover has a negative effect on the profitability of organisations. The study argues that turnover includes costs associated with loss of productivity, sales and time. It is concluded that turnover affects the profitability of an organisation.

Other negative effects of turnover include lost opportunities, which Birchall and Morris (1995: 44) describe as the considerations that the leaver might have in terms of what she/he could have achieved had she/he remained in the job, such as competitive subcontracting of work. Costen and Salazar (2011: 279) evidently conclude that high turnover rates are signs that an organisation is run and controlled

by inexperienced employees who themselves are likely to leave the organisation because they see their co-employees leave the organisation on a regular basis. They further state that employees will lack motivation and determination. Organisational services rendered will suffer as it is conducted by inexperienced employees who have not been with the organisation long enough to do their jobs well and to prioritise organisational objectives. Cost will also increase as organisations pay for excessive mistakes new or inexperienced employees make; mistakes unlikely to have been committed by those who left.

Murnieks, Allen and Ferrante (2011: 56) suggest that it is useless to implement powerful retention strategies in any organisation if it does not promise or prove to reduce the turnover rate.

2.5   RETENTION STRATEGIES AS A RESPONSE TO EMPLOYEE TURNOVER

As mentioned before, turnover causes unnecessary expenses because replacements and training expenses affect organisations directly. For this reason, an ever-increasing number of organisations have accepted employee retention as the key to keeping employees employed within the organisation. Retention is important because it enables organisations to keep its best employees and helps them achieve organisational goals. It is argued that if the correct retention strategies are put in place, employees are likely to remain with the organisation (Gberevbie, 2010: 1454). Amidst increased new managerial approaches to retention, labour market dynamism, and the evolution of new technology, employee turnover became an ever-increasing field of research.

Given the development of ever-changing and increasing trends such as globalisation, increased knowledge in work and the rapid rate of technological advances, retention of high-performance employees are more important today than ever before. Because of these increased changes in trends, it is important for organisations to acquire and retain necessary and best-fit human capital.

Existing literature have already outlined the importance of a valuable workforce for the survival of organisations. O'Leary and Deegan (2005: 423) suggest that it is

important for organisations to develop and implement appropriate retention strategies to keep their quality employees with the organisation, as they have observed that a committed and productive workforce is necessary to maintain a strong strategic advantage. These strategies may include favourable remuneration packages and involving employees in the functioning of the organisation.

David (2006: 67) opines that when employees are treated with respect, they are motivated to remain with the organisation. Empirical studies agree with David's stance, and have revealed the following factors reported by employees as strategies that would motivate them to remain with the organisation:

- Being treated with respect.
- Healthy work-life balance.
- Good interpersonal relationships.
- Friendly working environment.
- Job security (Govaerts, Kyndt, Dochy and Baert, 2011: 50).

Ramlall (2004: 320) shows that the organisation's capacity for making knowledge and ideas extensively available to all employees would motivate employees to remain with the organisation. Knowledge should be made accessible at all levels as it creates a working environment of strong employee performance and an effective management culture. Sharing of information and resources give employees a sense of appreciation and makes it unlikely that they would exit the organisation voluntarily.

Lee, Back and Chan (2015: 788) looked at the effects of work environments and found clear evidence that pleasant work environments are associated with lower turnover rates. Work environment includes the conditions under which employees have to perform their duties, for example, working hours and nature of work. Lee, Back and Chan (2015: 788) found that organisations with favourable and generous working conditions are very unlikely to lose employees as these conditions make employees content. Poor or unduly mundane stressful work conditions, on the other hand, are associated with increased levels of burnout and job stress amongst

employees, which might cause them to exit the organisation (Stovel and Bontis, 2002: 319).

Martin (2013: 14) studied the effects of unionism on turnover, and makes it evidently clear that there is a link between unionism and lower turnover rates. He reports that lower turnover rates are results of the ability of unions to yield better working conditions, hence increasing employees' motivation to remain with the organisation. Organisations should therefore welcome unions in the workplace and encourage employees to join such unions.

Costen and Salazar (2011: 280) opine that career advancement through training and development is an important retention strategy as it is beneficial to both employee and organisation. Training and development improve the output of employees which enables them to provide higher quality, cost and time-effective service which in return improves the value of employees to the organisation. Garg and Rastongi (2006: 579) looked into the relationship between training and development of employees and global changes and found that in the ever-changing competitive world, it is important because the more knowledgeable employees become the better it becomes for organisations to manage global changes and meet global demands in the market place.

Ramlall (2004: 60) compiled the following major factors that are viewed as most critical employee retention efforts:

- Needs of the employee - Employees have different needs which are closely related to their individual, family, and cultural values. These needs are often influenced by the current economic, political and social status, education, family, and other factors.

- Work environment – Employees prefer to work in an environment that gives them comfort and security. In addition, employees want to work in a productive, respectful, friendly environment and one that makes them feel part of the organisation.

- Responsibilities – Employees who have the necessary competencies to perform more challenging duties may feel the need to take on more responsibilities and potentially be rewarded for doing so.

- Fairness and equity – Employees prefer to be treated fairly, to be rewarded fairly and not to be discriminated against on basis of age, gender, ethnicity, disability, sexual orientation, or any other designation. Higher performing employees expect higher pay than the "average" employee.

- Employees' development – Employees desire to work in a workplace that is challenging, offer new learning opportunities, career advancement and personal-professional development.

- Feedback – Employees regard feedback from superiors very important. They prefer that feedback should be given regularly throughout the year and not periodically, e.g. once or twice a year during formal organisational assessments.

2.6   EMPLOYEE TURNOVER IN THE MILITARY CONTEXT

Similar to the private sector, military forces also provide employment opportunities. Military forces play a critical role in the society as they provide different services which are closely related to social, political, environmental, ethnic and community concerns and interests. Military forces contribute to social and cultural aspect of society. Because the military combines economic and market forces with social goals, their employees are expected to fulfil corporate requirements whilst simultaneously adhere to the strong principles of ethics, accountability, and equity (Govender, 2006: 3).

The military just like any other non-profit organisation, no matter the difference in size, type or sector, experiences labour related issues. Although much research was conducted on employee turnover rates, most of that research was conducted based

on the private sector. Arguments therefore, arose that leaders in every sector must realise that existing retention strategies used in the private sector are non-effective for military or any other non-profit organisations (Lane, 2006: 34). Holden (2010: 12) provides that the reasons why people are attracted to the military are much different why people are attracted to the private sector.

Dallessio, Silverman and Schuck (1986: 260) associate high military turnover with individual differences, job satisfaction satisfaction and commitment as their main focus. Individual differences that were relevant to withdrawal from the military were presented in four categories: unmet expectations, work-family concerns, job-related attitudes, and person-job fit dispositions.

2.6.1 Unmet expectations

Failure of job expectation in the military is said to have a significant impact on military turnover. Van den Ven (2003: 8) highlights that unmet expectations pertaining to observable features of the job have a significant influence in the decision to withdraw. Van den Ven (2003: 9) indicates that there is much disappointment in the remuneration aspect of the job. Salary was found to be the most important predictor to leave the organisation. Furthermore, it was reported that more than half of those who left the military left because their expectations of the workplace and atmosphere were not met. It is also indicated that employees leave the military because they were not given the job which they applied for. The extent to which initial expectations of military employees regarding aspects of the job are not met, contributes largely to the contentment and the determination to either leave or stay with the military.

Griffeth, Hom and Gaertner (2000: 480) analysed that post-entry experiences in the military regarding job characteristics such as working conditions and salaries, are most likely to have an influence on early employee turnover. In support of this notion, Van den Ven (2003: 10) implies that post-entry experiences diverge strongly from pre-entry expectations which have a direct impact on job dissatisfaction and disappointment.

2.6.2 Work-family conflict

Balancing military and family life is a generally demanding task for military personnel. Hom and Kinicki (2001: 980) describe work-family conflict as the degree to which work invades both family and personal life. Kelley, Hock, Bonney, Jarvis, Smith and Gaffney (2001: 68) opine that the importance of family considerations as a retention strategy is under-researched. Their study shows that military duty features such as frequent and lengthy deployments, overnight duties, high tempo, and work overload are critical determinants in the decision to leave the military. A study conducted by Kelly *et al*. (2001: 69) indicated that military employment is associated with disrupted communication patterns, feelings of being out of sync with the family and unable to satisfy the desire to maintain a strong parent-child attachment. They state that military employment has a significant impact on parents, as parents who await and eventually go on deployment suffer from anxiety caused by guilt, shame, and concerns about a disrupted family bond.

2.6.3 Job-related attitudes

Job satisfaction is recognised as the major prediction in the decision concerning whether to leave the organisations or not. Dallessio, Silverman, and Schuck (1986: 261) regard job satisfaction as influencing behaviour not directly but through thoughts and intentions to leave. Job satisfaction tends to have a weaker influence on the decision to withdraw from the military than deciding to withdraw from the private sector (Dallessio, Silverman, & Schuck, 1986: 261). In addition, Mafini and Dubihlela (2013: 530) reveal that levels of satisfaction among aircraft technicians employed in the South African Air force were low due to their inabilities to effectively use their skills and lack of recognition of performance. This can be an indication of the organisation's failure to satisfy the needs of its employees. Boudreau, Boswell, Judge and Bretz (2001: 44) noted that unmet expectations and low job satisfaction may be a vital factor in influencing the decision to leave the military.

Contrary to the above, organisational commitment can be described as the stable and global attitude towards an organisation. Lack of organisational commitment has repeatedly shown to have a strong link with employee withdrawal. Meyer and Allen

(1997: 67) suggest that organisational commitment is a stronger predictor of employee turnover than job satisfaction. Reviewed literature perceives job satisfaction and organisational commitment as different factors that influence the decision to leave the military separately (Kelley, Hock, Bonney, Jarvis, Smith & Gaffney, 2001: 69). Meyer and Allen's (1997: 68) analysis of organisational commitment and job satisfaction is threefold and is based on the following dimensions of commitment: affective commitment (AC), which refers to a soldier's emotions, identification and involvement with the military; continuance commitment (CC), which refers to the costs associated with the withdrawal from the military; and normative commitment (NC), which refers to the soldier's morale to remain in the military. Evidence from the study conducted by Meyer and Allen suggests that affective commitment, continuance commitment along with job satisfaction cause turnover intentions. Affective commitment has an influence on satisfaction. Affective commitment also influences whether a soldier is satisfied or dissatisfied based on job aspects such as pay.

2.6.4 Personal job/fit dispositions

Various researchers highlighted the importance of person-job fit in the decision process to leave organisations. Boudreau *et al.* (2001: 43) found personality traits such as agreeability and neuroticism as direct predictors of the intention to leave the military. Negative affectivity, in which one constantly perceives oneself and one's environment negatively, is also identified as turnover predictor. According to Griffeth and Hom (2001: 32), individuals are attracted to and stay with organisations which match their personality traits. In addition to person-job fit, Griffeth and Hom (2001: 40) identify mental health as a critical predictor in military employee turnover. Military jobs have a high demand of physical and psychological working conditions which require more endurance and resilience than most jobs in the private sector. Holden and Scholtz (2002: 106) support this notion by identifying emotional instability, overdependence, optimism, self-efficacy, and depressions as the key predictions for military employee turnover. Mafini and Dubihlela (2013: 529) show that personality traits and health related issues are expected to influence military employee turnover.

Management styles, employment opportunities, and employment equity is also viewed as key predictors of military employee turnover. Employees in the South African military were found to be very discontented with how their military leaders run the organisation (Holden & Scholtz, 2002: 109). Factors such as leaders' incompetence to make a decision, poor leadership style, extent to which either poor or no feedback is given to employees, inconsistent policy implementation or adverse relationships between leader and subordinates are all predictors of military employee turnover. In line with this argument, Eissenburg, Stinglhamber, Vandenberghe, Surchaski and Rhodes (2002: 5) emphasised that poor relationships between leaders and subordinates strongly influence military turnover, whereas a positive relationship between the two has the potential to boost a member's loyalty to the organisation and decision to stay. Mafini and Dubihlela (2013: 531) conclude that the management style has the power to either trigger or reduce military employee turnover.

Employment opportunities elsewhere have a significant influence on military employee turnover. Lytell and Drasgow (2009: 341) regard alternative employment opportunities as a predictor of military employee turnover. Cottini, Kato and Westergaard-Nielsen (2011: 876); Schumm, Bell and Resnick (2011: 160); Holden and Scholtz (2002: 109), state that other employment opportunities indeed have an impact on an employee's decision to leave the military. Their arguments are based on the fact that employees think of alternative employment opportunities once they find themselves dissatisfied with their current employment conditions and opportunities. Although dissatisfaction is at first only a predictor of the intent to leave, it will in the end manifest in the act of leaving.

Employment equity and the intention to leave are closely related. Equity involves factors such as fairness of remuneration, selection, promotion or training practices, non-discrimination, and the extent to which employees are treated with respect. Once any of these factors are compromised, employment equity suffers, and employees feel inclined to leave. Employees tend to compare their level of salaries with the salaries of others in the workplace. It is thus evident that employees are dissatisfied with their pay by comparison with the pay of similarly employed colleagues within the organisation (Holden & Scholtz, 2002: 110). Griffeth and Hom

(2001: 41) reveal that employees leave the organisations when inequalities are depicted in the comparison between their job input-output ratio and the input-output ratios of others. Evidence of inequality by comparison influences their decision to leave in an attempt to resolve the inequality if perceived not to be able to resolve it from within the organisation.

Govender (2006: 104) highlights the importance of management styles on military turnover. Management styles have a major impact on turnover and the intention to leave and also serve as a predictor of military employee turnover. Poor management styles are one of the main reasons why employees are dissatisfied with their jobs. Military practitioners perform dual roles; first as a skilled soldier, and secondly as a qualified professional. Often, inter-role conflict arises when soldiers try to merge personal-professional ethics with military ethics. Many middle managers are military members with no professional qualifications. These managers tend to adopt a military style of management. According to Lui, Ngo and Tsang (2001: 485), incompatible role requirements between two or more roles cause inter-role conflict and generate the propensity to leave an organisation.

2.7   EMPLOYEE TURNOVER AND THE PROPENSITY TO LEAVE

Steensma, Van Breukelen and Sturm (2004: 226) report a positive correlation between voluntary turnover and the intention to quit. They conclude that the intention to quit is the best predictor of actual turnover in any organisation. Steensma *et al.* (2004: 226) reveal six components as contributing factors to the intention to quit:

- The nature of work and propensity to leave.
- Organisational support and propensity to leave.
- Career management, planning and staffing and propensity to leave.
- Remuneration and the propensity to leave.
- Organisational politics and the propensity to leave.
- Interpersonal dynamics and propensity to leave.

2.7.1 The nature of the work

According to Griffeth, Hom and Gaertner (2000: 480), there is a strong correlation between the nature of work and the intention to leave the organisation. The nature of work itself can either be a motivator (satisfier) or a pushing factor. Griffeth *et al.* (2000: 480) contend that a motivator is a factor found in a job situation where the employees are satisfied yet its absence may lead to job dissatisfaction.

Govender (2006: 105) shows how military professionals are satisfied with the nature of their work as health professionals, which is a specialised, professional sub-section of the military. This is an indication that when employees are content with their career choices, they are unlikely to quit. Govender (2006: 105) further explains that employees are more likely to quit when they have no or little clue where their interest lies than when they have great clarity about what they want to do and why they want to do it. Griffeth, Hom and Gaertner (2000: 482) report that when employees find the nature of their work interesting, they are also unlikely to leave the organisation. In addition, an employee's involvement in his/her job affects her/his decision to leave the organisation. Blau and Boal (1987: 291) describe job involvement as the extent to which employees identify themselves with their job. Employees who identify themselves well with the nature of their jobs psychologically, i.e., who are psychologically committed to their jobs, will perform their jobs well. Such employees consider their level of performance important to self-worth. Blau and Boal (1987: 291) conclude that high job involvement leads to lower employee turnover rates.

2.7.2. Organisational support

It is important for managers to ensure alignment between strategic plans to retain employees of the organisation and the external environment. This is to lower the extent to which employees regard other job opportunities as more attractive than their current job. According to Desimone, Werner and Harris (2002: 35), this is essential because this alignment would enhance the long-term performance of the organisation.

Desimone *et al.* (2002: 37) state that most issues related to dissatisfaction and intention to leave arise from the internal environment. Common intra-institutional issues include lack of resources, lack of equitable remuneration and lack of support from management or leadership at various levels. Organisational support has a major impact on these issues. Organisational support is known as the construct to measure perceptions of support. Ferris and Kacmar (1992: 94) indicate that organisational support can predict intention to quit. They conclude that employees who receive high levels of organisational support are keen to increase their work effort, citizen behaviour, and tenure.

2.7.3. Career management, planning and staffing

Govender (2006: 102) concludes that there is a strong correlation between career management and the intention to leave. Govender (2006: 102) highlights the lack of career planning as one of the main issues leading to the propensity to leave the organisation. Career planning is viewed as an aspect that helps an individual to develop and carry out career plans. Desimone *et al.* (2002: 459) view career planning important for an employee's career because it helps employees to know what they want in terms of their career and what to do to achieve their career goals. Desimone *et al.* (2002: 459) conclude that if employees do not receive career planning, it may lead to the intention to quit as they are uncertain of what to expect in terms of their careers as well as what steps to take to enhance their careers.

Staffing is also a factor that leads to the intention to leave the organisation. Liu (1984: 1146) and Porter and Steers (1973: 175) have shown that the lack of fair and just staffing processes is due to the fact that there are no skills audits done when matching people to posts. It is found that people decide to remain within the organisation if their jobs provide the best fit and returns on their qualifications. Promotional staffing posts should be made available for individuals who acquired new qualifications. This will enable them to apply their improved capabilities. Porter and Steers (1973: 175) see it fit to promote employees who acquired new qualifications due to the fact that it assists in re-establishing a match between employee skills and job requirements. This should also reduce attractiveness of other job opportunities. According to Iqbal (2010: 277), employees with higher

qualifications leave the organisation when their qualifications are not recognised. This creates feelings of uselessness or non-validation and will lead them to seek employment elsewhere where their qualifications are recognised and utilised.

2.7.4 Remuneration

Porter and Steers (1973: 176) associate pay with high turnover rates and found that dissatisfaction with salaries result in propensity to leave the organisation. Employees tend to compare their actual level of pay with the perceived equitable level of pay. When the perceived level of pay does not correspond with the actual level of pay, individuals are most likely to leave the organisation. Comparisons between perceived equitable level of pay and other employees in the organisation may also trigger employees to leave when their level of pay is not the same as that of intra-organisational or extra-organisational peers. Remuneration is a form of validation and people will generally assign success to either qualification or remuneration. This is often the case of high performing employees. These employees consider themselves as scarce human capital that is very good at what they do. They will not remain long with an organisation that does not pay them equitably for performing their jobs well (Govender, 2006: 107).

2.7.5 Organisational politics

Ferris and Kacmar (1992: 94) associate organisational politics with the propensity to leave the organisation. The implementation of affirmative action resulted in the lack of equal opportunities for everyone. Ferris and Kacmar (1992: 94) describe organisational politics as a negative force that contributes to negative attitudes and behaviours. Employees find it difficult to be positive in the workplace with the thought that promotion, pay raises and organisational rewards are not based on formal, objective considerations such as output, but on political consideration.

2.7.6. Interpersonal dynamics

Research has shown a positive correlation between interpersonal dynamics and propensity to leave (Govender, 2006: 106). The shift to the new South Africa has

resulted in the SANDF becoming more racially and ethnically diverse. According to Antecol and Cobb-Clark (n.d), diversity and related inter-personal issues amount to increased racial and ethnic harassment.

Group demography also has a significant impact on interpersonal dynamics and the propensity to leave the organisation. All organisations are made up of individuals who hold a common attribute. This means everyone belongs to a certain group such as age, gender, ethnicity, religious affiliation, etc. Research on group demography has shown a higher turnover and intention to leave rate among individuals who fall outside such groups (Governder, 2006: 106).

Based on the discussion above, it is clear that there are various factors that lead to the propensity to leave an organisation. Strong correlations between employee turnover and career management, planning and staffing; organisational support; nature of the work itself; interpersonal dynamics; remuneration; organisational politics; and interpersonal dynamics were discussed.

2.8   CONCLUSION

The literature review has described many aspects and factors affecting employee turnover. The literature review indicated that different matters affect people's decisions to withdraw their services from an organisation. Turnover and retention strategies have been a top priority for most modern organisations recently. Turnover is well-recognised for its negative impact on the effectiveness of organisations. As mentioned in the preceding chapter, job satisfaction has a critical impact on employee turnover.

A number of reasons arose for why people leave their current workplace. Despite eliciting low job satisfaction, literature also highlighted poor working conditions, poor or unequal benefits and being treated disrespectful as major contributing factors to employee turnover. Employee turnover in a military context was also discussed. Work/life imbalances, person-job fit, failure of job expectation, and organisational support are the main reasons why employees feel the need to leave the

organisation. The next chapter of the thesis deals with theories of employee turnover and provides an outline of the early foundation of job satisfaction and motivation.

CHAPTER 3

THEORETICAL FRAMEWORK OF THE EARLY FOUNDATIONS OF EMPLOYEE TURNOVER

3.1   INTRODUCTION

The aim of a theoretical framework is to gain a better perspective of the early foundations of turnover. It should be noted that in the early years of employee turnover literature, theories of motivation were also referred to as theories of turnover. For the purpose of this study, reference will be made to the theories of turnover and motivation. Hence, it will be more enlightening as to what triggers or motivates individuals to do certain things in the workplace. These concepts are used interchangeably through previous literature on turnover.

The framework is divided into two parts. Firstly, the researcher will examine the process theories of motivation in order to get a perspective on what drives employees to perform certain acts. Theories that will explain these drivers are equity theory, reference group theory, and expectation theory. The second part of the theoretical framework focuses on theories of turnover. These theories include unfolding theory of turnover, the firm specific human capital theory (FSHC), and job matching theory.

3.2   MOTIVATION THEORIES

3.2.1 Adam's equity theory

The crux of the equity theory is based on the fact that, in a work environment, individuals compare themselves to other employees in the workplace. Employees would compare what they are receiving (rewards, pay, recognition, benefits, etc.) against what other employees are receiving in the same workplace for performing the same or similar tasks or duties. Learning that they receive less than other employees on the same level as them would lead them to feel dissatisfied. The

theory also suggests that through perceived reasonable rewards and efforts in comparison with other employees' rewards and efforts, there is a high level of satisfaction. This theory is solely based on what employees see as just and fair (Gruneberg, 1979: 20).

According to Greenberg and Baron (2003: 202), the theory is based on the idea that employees use two variables in determining what a fair reward is, namely outcomes and inputs. Outcomes, in the form of pay, benefits, prestige and recognition, refer to the rewards employees receive due to performance. Inputs, on the other hand, refer to the contributions people make that help a particular organisation reach its goals and objectives. These contributions are usually in the form of experience, qualifications, the amount of time worked, and the amount of effort. This theory highlights the fact that people attempt to measure their rewards against their contributions, and then both against those of others. People always compare themselves to other employees in the same organisation, in the same profession.

Greenberg and Baron (2003: 202) state that overpayment inequity, underpayment inequity, and equitable payment usually are led by these comparisons. Overpayment inequity refers to a situation in which an employee develops feelings of guilt as they discovered that their rewards for their contributions and work are more than the rewards and contributions of other employees with whom they compare themselves. Underpayment equity is a situation that leads to feelings of anger and frustration when employees compare themselves with other employees in the workplace and discover that their rewards are less than those they compared themselves with. Equitable payment, on the other hand, refers to the pleasurable state in which the outcomes of both individuals are equal, which leads to feelings of satisfaction.

Typically, employee behaviour is influenced by the outcomes of their contributions. Thus, angry and frustrated employees who discovered negative disparities in their outcomes/input ratios compared to other employees will change their behaviour. Others prefer not to change their behaviour but rather change the way they think about the situation. When employees react to inequities, they do this in both psychological and behavioural ways. If employees learnt of negative differences in their input/outcome ratio compared to others, they may lower their inputs by being

less productive in the workplace, putting less effort in their work than before, and lower the quality of their work and consider leaving the organisation. (Gruneberg, 1979: 20). Chung (1977: 117) explains the degree to which an employee's thoughts about a situation at work can actually change the situation. Because the theory emphasises fairness, inequities can be changed by how a person perceives a situation. In other words, an overpaid employee may persuade him/herself that she/he worked harder than the other employees and that his/her input required more effort than the other employees and therefore feels that she/he deserved the outcomes. Likewise, an underpaid employee may persuade him/herself that the other employee she/he compared himself/herself with is more qualified than him/her and therefore does not get bothered with the fact that the compared employee receives higher pay or other outcomes than him/her. In this case, employees perceive states of inequities as based in equity in fact. Chung explains that inequity miseries are reduced when employees change the way they perceive a situation.

The advantage of the equity theory is that it is often practiced and practiced in multiple organisations. The shortcoming of this theory is that it is too loose and does not take accountability for anything (Greenberg & Baron, 2003: 40).This theory suggests that organisations should adopt reward systems that employees perceive as fair and just and rewards should be redistributed based on employee beliefs about their value and input to the organisation, and not on *de facto*, measurable value and input.

3.2.2 Reference group theory

As discussed above, individuals compare themselves with other employees in terms of inputs and outcomes. These compared employees are usually friends and colleagues in the organisation, not always in the same level or category of employment. They compare themselves to see if they are treated equally. The reference group theory is based on the fact that educated employees compare themselves to other employees based on their qualifications whereas the equity theory is based on the fairness of rewards and outcomes. Reference groups play a critical role in understanding job satisfaction and why employees leave. In a study conducted by Klein and Maher (1966: 195), educated managers were found to be

less satisfied with their outcomes (pay) than non-educated managers. Educated managers may be dissatisfied with the pay because of their high expectation of the perceived pay to which they should be entitled. They may feel that because they have a tertiary qualification, unlike non-educated managers, their pay should be higher. In addition, educated managers also compare themselves with other educated managers both intra- and extra-organisationally who receive high outcomes. Disadvantages of this theory refer to the fact that it is not clear how individuals choose to which reference group they relate. It is also not clear why reference groups have high expectations. However, it is evident that individuals choose reference groups that match with their personalities, needs, and values (Gruneberg, 1979: 22).

3.2.3 The expectancy theory (Vroom's model)

The expectancy theory purports that individuals choose only certain outcomes, whilst ignoring others. Vroom's model of expectancy attempts to identify the determinants of motivation. This model of expectancy does not highlight what motivates a person directly to do something. The expectancy theory looks at the role of motivation in the entire organisation. According to Greenberg and Baron (2003: 206), the expectancy theory says that people are motivated to work with the expectation that they will be able to achieve the things they desire from the jobs.

Porter and Lawler (1968: 96) identify three key variables of the expectancy theory. They are:

- Expectancy – the belief that one's efforts will lead to good performance. It cannot be expected to have a high level of expectancy when it feels impossible for an individual to achieve the given performance level.
- Instrumentality – the belief that one's effort in performance would be well rewarded.
- Valence – the perceived value of rewards to individuals.

The Vroom model explains that the expectancy model theory captures motivation as a combination of motivation itself, expectancy, instrumentality, and valence. This creates a relationship in which high motivation levels correspond positively with high levels of expectancy, instrumentality, and valence. By contrast, motivational levels would be relatively low if one or more of these components were low. Hence, the theory proposes that managers and leaders should adopt an approach that will maximise expectancy, instrumentality and valence when establishing strategies to create and maintain high levels of motivation (Schermerhorn, Hunt & Osborn, 1997: 96).

According to Schermerhorn *et al*. (1997: 98), there are a number of concerns regarding the expectancy theory. Firstly, the determinants of the model to measure the levels of motivation are too difficult. Secondly, researchers of the Vroom model of the expectancy theory used different methods to measure expectancy, instrumentality, and valence. This made comparisons between different studies complex. Lastly, many researches do not support the effects of the model in order for a person to be motivated to put forth a certain kind or degree of effort. Other concerns include the fact that the expectancy model explains how individuals develop expectancies and instrumentalities, but only emphasises that the attractiveness of outcomes and the expectations and instrumentalities of individuals sway the performance individuals would like to obtain.

3.3 TURNOVER THEORIES

3.3.1 Unfolding theory of turnover

Lee and Mitchell's (1991: 452) theory of turnover provides a comprehensive, realistic representation of what influences employees in their decision to leave. The unfolding theory of turnover is a decision-making model. It claims that decisions are made based on the compatibility of alternatives aligned with one's goals and action plans. This theory suggests that employees are influenced by one of five cognitive pathways when making a decision to exist the organisation. A cognitive pathway, according to Lee and Mitchell (1991: 453), refers to the interpretations of employees

regarding their work environment, identifying options, and actions. Lee and Mitchell (1991: 453) summarise the five cognitive pathways as follows:

- Shocking events which are personal, positive, and expected. For example, the employee's wife accepts a job offer in China. It was always the desire of the employee to live in China, so he quits his job to join his spouse in China.
- Shocking, negative organisational events. For example, the employee is avoided for promotion and sees little growth and advancement opportunities; the employee then quits as she/he decides she/he can no longer work for such a company.
- Unexpected job offer. For example, the employee gets a new job offer from a competitive company. After careful consideration and comparison of the new opportunities offered and the opportunities at the current job, the employee quits and decides to pursue the new opportunity.
- The employee is sufficiently dissatisfied to quit without looking or having looked for a new job.
- The employee is dissatisfied and looks for a new job whilst still holding the old job. The employee then quits soon as he/she have found a new job.

Researchers have found the unfolding theory of turnover as empirically sound and internally consistent. Donnelly and Quirin (2006: 60) found that the unfolding theory of employee turnover as a tool to understand why employees leave/quit organisations does indeed measure the reasons based on the five pathways mentioned above.

3.3.2 The firm specific human capital theory

The firm specific human capital theory, pioneered by Becker (1975: 29), claims that if firms need to stand the costs of training, their motivation to provide staff training will be lowered by high quitting rates. The FSHC theory states that an organisation's productivity falls as employee turnover increases. Lynch (1993: 1295) argues that besides the direct loss of human capital personified by job quitters, there are also other impacts of employee turnover on productivity. Firstly, loads of output during the

vacant and training period would be forgone. The argument states that the administrative resources used in separation, recruitment and training could have been used in other areas of the production process (Lynch, 1993:1296). Sheenan (1993: 699) reveals that leavers change the perceptions of staying employees about the organisation, which negatively affects the production of the organisation going forward. A critic of this theory refers to the fact that it highlights the effects of high turnover only and does not provide a framework of what can be done to change the rationale behind high turnover rates (Becker, 1975: 31).

3.3.3 Job matching theory

The job matching theory, pioneered by Jovanovic (1979) and Burdett (1978), asserts that organisations will search for employees, while job seekers will look for jobs at organisations until there is a good match for both the organisations and job seekers. However, this often leads to changes in the conditions for the best match, which ultimately leads to constant reallocation of labour. For example, upon upgrading production technology, there will be a loss of unskilled labour as skilled labour will substitute unskilled labour. Furthermore, the theory argues that established organisations need new talent to contribute to the current status of the organisation. In addition, newly qualified employees who obtained higher qualifications through education, training, and experience may seek for better job opportunities and advancement that meet their new improved qualified status.

This theory also indicates that not all employee turnovers are bad as they prevent both employer and employee from being trapped permanently in sub-optimal employee-job matches. Therefore, the theory suggests that involuntary turnover may be welcomed into an organisation if there is a mismatch between the job and the job leaver.

3.4   CONCLUSION

The theories of turnover and motivation are a valuable contribution to understanding the concepts of turnover and motivation. As mentioned earlier, theories of motivation are also referred to as theories of employee turnover. The process theories of

motivation analyse the behaviour of employees. These theories indicate that there are a number of aspects of a job which can lead to the intention to leave. The theories of turnover focus on the actual turnover of employees. These theories identify the main factors contributing to why people leave an organisation.

The next part of the thesis deals with the legal outline of employee relations in the military.

CHAPTER 4
LEGISLATIVE FRAMEWORK

4.1   INTRODUCTION

Coinciding with the establishment of the new Republic of South Africa (RSA) the South African National Defence Force (SANDF) underwent a comprehensive transformation process. Included in this transformation process were the principles of a democratic defence force. Since then, the goal of the SANDF is to have a non-racial, non-sexist and non-discriminatory organisation. Furthermore, its aim is to have a demographic composition that is a reflection of the population of the new RSA.

The SANDF not only operates during peace enforcement, peace-keeping operations but also engages in various other tasks to support Government outcomes. In times of internal and cross-border peace, as is the *status quo* of RSA since 1994, the SANDF's involvement is constantly needed in peace support operations beyond national borders in, primarily, the South African Development Community (SADEC) region. As a result, the SANDF's budgetary requirements and its long-term planning (for recruitment, equipment, facilities, and military strategy) are affected. Given the fact that the SANDF is a contingency-based institution, it does not render direct services to the Republic. It is still required to operate in a well-balanced manner that is economical, efficient, effective, and sustainable. It is critical for the SANDF to utilise its resources productively (Department of Defence [DOD], 2003). To ensure that the SANDF achieves these objectives and performs its tasks accordingly, different legal frameworks were created.

4.2   THE CONSTITUTION

The Constitution is the supreme law of South Africa (SA). This is laid out in Section 2 of the Constitution. It stipulates that any law or conduct is invalid once inconsistent with the Constitution. The policies of the SANDF including fair and just employment should be implemented in light of the principles set out in the Constitution (RSA, 1996a: 5).

The mandate of the SANDF is protected and preserved in Section 200(2) of the Constitution. The Constitution construes that the SANDF's crux is to provide effective defence for South Africa. The Constitution further stipulates that the main task of the SANDF is to defend and protect RSA, its territory and its people according to the law (including international law that deals with the use of force). In addition, the SANDF must also provide political responsibility and employment. The SANDF is also tasked to enhance national, regional and global security. To fulfil this constitutional requirement, a balanced, modern, affordable and technologically advanced defence aptitude is essential. The SANDF falls under the ambit of public administration. The principles laid out in Section 195 stipulates 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'' (RSA, 1996a: 99).

The Minister of Defence is responsible for the functioning of defence as stipulated in Section 201 of the Constitution. Certain legislation and laws are created to successfully govern the functioning of the SANDF. This must be done in accordance with the principles and values of the Constitution. This legislation includes the White Paper, Defence Act and Defence Review and DOD policies, such as the human resources management policy.

4.3   DEFENCE ACT 42 OF 2002

The aim of the Defence Act 42 of 2002 is to ''…provide for the defence of the Republic and for the matters connected therewith'' (RSA, 2003). The Defence Act serves as a guideline for every employed member of the SANDF. The rights and limitations of military members are enshrined in it. As the focus of this study is on employee turnover, Chapter 3 of the Defence Act is deemed appropriate. Chapter 3 of the Act deals with the employment of members within the SANDF. Chapter 3 stipulates that members may be employed in the SANDF to provide essential services, support socio-economic upliftment, and national security and border control (RSA, 2003: 18). To achieve this, the right quantity and quality of human resources are needed in the right places at the right time.

4.4   NATIONAL DEFENCE WHITE PAPER

The aim of the White Paper of 1996 is ''to inform citizens and other states, particularly those in Africa**,** of South Africa's new defence policy'' (RSA, 1996b: 9). The White Paper on Defence sheds some light on the formulation of the new defence policy (after 1994) and the transformation of the SANDF. In addition, it construes that the SANDF's functions and responsibilities are determined by the Constitution and the Defence Act 42 of 2002. The White Paper clearly stipulates the exclusion of military members from the Labour Relations Act of 1995 as well as the Commission for Conciliation, Mediation and Arbitration. However, military personnel are entitled to 'effective and just grievance procedures, channels of communications and other mechanisms to ensure that their complaints and aspirations are addressed'' (RSA, 1996b: 49).

4.5   DEPARTMENT OF DEFENCE HUMAN RESOURCE STRATEGY

The Department of Defence (DOD) Human Resource Strategy was established in 2010 with the aim to ensure the availability of the right quantity and quality of human resources that are effectively, efficiently, and economically managed. This can only occur when the following human resource objectives are achieved:

- Recreation of the human resource composition with young, fit and healthy members in order to fulfil military operational needs.
- Retaining of required operational and functional expertise.
- Obtaining equity in management of uniformed personnel.
- Adequate resourcing and utilisation of DOD members.
- Improving human resource service delivery (DOD, 2003: 16).

4.6   THE SOUTH AFRICAN DEFENCE REVIEW, 1998

The key constitutional principles upon which the SANDF function is based are outlined in the Constitution. Chapter 9, paragraph 2 of the Defence Review 1998 is based on the normative transformation of the defence. It states that ''the cultural

transformation of the defence refers to a wide range of activities reflected in diversity of policy and programmes within the SANDF''. These activities include the following:

- The institution of equal opportunity and affirmative action programmes to ensure that the SANDF will be broadly representative of the demographic composition of South Africa.
- The creation of military professional ethics to secure that the SANDF is consistent with the moral imperatives of the new political dispensation, and operates in line with the ethical obligations of a soldier functioning in a democracy.
- The transformation of the management practices of the SANDF to ensure that such practices are consistent with the ethos of a new democracy (South African Defence Review, 1998: 2).

This required the SANDF to adopt new leadership, command, administrative and management programmes to educate the previously disadvantaged personnel.

Chapter 9, paragraph 2.3 of the Defence Review expands on the restructuring of the SANDF. It refers to the ''rationalisation and right-sizing of the SANDF to ensure the most efficient and effective utilisation of state resources. This entails a range of measures, including demobilisation and rationalisation of defence personnel (South African Defence Review, 1998: 2).

Affirmative action and equal opportunity, as stipulated in Chapter 10 of the Defence Review, are fundamental principles of public sector transformation and are essential for the operational readiness of the SANDF (South African Defence Review, 1998: 62) Chapter 10 of the Defence Review is indicative of the rationale behind tertiary qualifications in the SANDF. It states that ''the SANDF needs officers with tertiary qualifications and will make it possible for selected officers to study for a tertiary qualification during their term of service." (South African Defence Review, 1998: 85 According to Esterhuyse (2006: 22), professional education is the ''product of the interplay between military training, experience and education''. This interplay is formed through a process of progression which includes officers. Officers need

tertiary education because they are very often exposed to the politico-military environment. This requires all officers (from lieutenant to general) to obtain a tertiary qualification that will provide them with the broad doctrinal understandings needed for command and staff in tactical and operational realms.

Access to obtaining a tertiary qualification in the SANDF is offered in two ways:

- Through education schemes such as the Uniform Bursary Scheme which allows uniformed members to study at state expenses at HEIs across the country. This is to qualify members of the SANDF for particular professional applications.

- Through the South African Military Academy which provides members in uniform with further military development and academic training (higher education) (South African Defence Review, 2015).

Chapter 10 paragraph 95 of the Defence Review expands on the prohibition endorsed by the White Paper on membership of trade unions, and participation in strikes by members of the SANDF. It states that members of the SANDF are not allowed to participate in any strikes, but are entitled to effective and just grievance procedures and mechanisms to ensure that complaints are heard and addressed. These grievance outlets are expected to be extraordinary empathetic, effective, and trustworthy (South African Defence Review, 1998: 95).

4.7   POLICY ON THE DEPARTMENT OF DEFENCE HUMAN RESOURCES MANAGEMENT PROCESS

The Human Resource Management Process (HRMP) policy forms an important part of the main processes of the SANDF. This process allows SANDF members to give inputs by means of an external environmental analysis. Inputs received and analysed are used for policy advice, reports, and planning inputs (DOD, 2005: 2). The aim of the HRMP policy is the following:

- To provide measures to ensure that human resource management in the SANDF is conducted in an integrated manner.

- To guide the gradual evaluation of resource policies.

- To ensure that inputs and insights are provided.

- To ensure that human resource outputs are monitored on a regular basis and that remedial actions are launched where needed (DOD, 2005: 3).

The SANDF is responsible for the defence of the RSA as required by the Constitution. The Chief of the SANDF is therefore responsible for integration of a fit for purpose force that not only consists of weapon systems but also of suitably trained, developed, and disciplined human resources. It is required that these suitably trained human resources be led by competent and credible leaders with effective and appropriate support. It is challenging to find well-trained, disciplined human capital in the private sector to carry out the mandated duties of the SANDF. Systematic planning for recruiting and training military human capital to gain the specific competencies required in the SANDF is needed, as well as career planning for recruited SANDF employees to meet future human resource needs.

The responsibility for SANDF employees' careers, welfare, health, morale, and discipline is assigned primarily to the Officer Commander of each military unit. In addition, staff officers under the command of the Officer Commanding assume responsibility for the general welfare of subordinates, as well as their occupational / professional training and development. Employees of the SANDF are responsible for the following in terms of their career development:

- Assuming voluntary employment in the SANDF.

- Subjecting herself/himself to career planning and development processes of the SANDF.

- Using prescribed systems of communication for her/his career planning and development for example, career discussions.

- Being prepared to participate in all formal and informal learning opportunities made available to serve the objectives of the organisation (DOD, 2005: 7).

Career planning is a function of the SANDF aimed at addressing the needs of the organisation. Therefore, continuous career planning sessions with employees are essential. It is also essential for the development of promotion policies, service systems, and requirements for qualifications. The performance of the individual employee is also important during career planning and discussions,

The HRMP policy also outlines the need for affirmative actions to redress racial, disability and gender imbalances with the objective to have a workforce representative of the demographics of SA. The need for equal opportunities is also expanded through the HRMP. It outlines the fact that all employees have the right to equally participate in, or benefit from programmes and activities for which they are qualified. These programmes and activities ''shall be free from social, personal, or institutional barriers that prevent people from advancing to as high a level of self-actualisation as possible'' (DOD, 2005: 8). The policy further outlines the manner in which an employee's performance should be evaluated without bias, based on the following:

- The merit of the individual employee.
- The physical and mental well-being in accordance with job requirements of the individual employee.
- The individual abilities of the employee

The policy also deals with equity in the organisation and states that fairness amongst all employees shall be adhered to. Rules and regulations as enshrined in the Constitution should at all times apply to all employees, and measures to be taken where any form of inequity takes place.

4.8   CONCLUSION

The DOD outlines a number of statutory principles to which the SANDF should adhere. The most important statute is the Constitution as the supreme law of the Republic of South Africa. It provides principles to offer sound and fair employment opportunities for all. The SANDF falls under the ambit of public administration, which

stipulates that the public sector must be broadly representative of the RSA in terms of employment and personnel management practices. This must be done based on ability, objectivity, fairness, and the need to redress the imbalances of the past, so broad representation may be achieved.

Various statutes are created for the effective functioning of the SANDF, such as the Defence Act, the National Defence White Paper, the Department of Defence Human Resource Strategy, the South African Defence Review, and policy on the DOD Human Resources Management Process (HRMP).

The Defence Act serves as a guideline for every employee of the SANDF. It outlines the rights and limitations of military employees that provide essential services, socio-economic support and national security to the Republic of SA. In order to provide these services and support effectively, the right amount of suitably qualified human capital is required.

The National Defence White Paper provides information on the formulation of new defence policies and the foundations thereof. It outlines the fact that the functions of the SANDF are determined by the Constitution and the Defence Act. It further sheds some light on the exclusion of military personnel from the Labour Relations Act.

The Department of Defence Human Resource Strategy outlines the importance of the availability of the right quantity and quality of human capital to create an effective human capital structure and force. The human resource strategy of the SANDF places increasing pressure on the military. Since the dawn of the new SA, the SANDF had undergone major changes. One of the most important changes was the shift to increased external peace-enforcement, peace-keeping and peace-supporting deployments.

The South African Defence Review expands on the key constitutional principles upon which the SANDF function is based. It also outlines the changes the SANDF had undergone in order to achieve the goals of the new SANDF, including affirmative action and the creation of residential tertiary educational opportunities for all

candidate officers and officers, and Telematic Education for all non-residential students employed by the D0D

The policy on the Human Resource Management Process (HRMP) forms an important part of the main function of the SANDF. It allows SANDF members to give inputs by means of an external environmental analysis. Inputs received and analysed are used for policy advice, reports, and planning. It highlights the importance of career planning in the organisation. It also expands on factors such as affirmative action aimed at redressing racial, ability and gender imbalances with the objective to have a workforce representative of all designations and levels of the population of SA. The need for equal opportunities is also facilitated through the HRMP. It outlines the fact that all employees have the right to equal participation in, and to benefit from programmes and activities for which they qualify. The policy also deals with equity in the organisation in stating that fair practice amongst all employees shall at all times in all situations be adhered to. The SANDF needs to maintain an effective and stable workforce to achieve its respective goals.

The next chapter deals with the research design and methodology employed to determine why military employees leave the organisation.

CHAPTER 5
RESEARCH DESIGN AND METHODOLOGY

5.1   INTRODUCTION

The previous chapter dealt with the legislative framework that provides a legal foundation on employee matters and conditions in the SANDF. This chapter covers the research approach and methodology used in the study. It describes the research methods applied, the survey questionnaire through which data was collected, and the administration thereof.

5.2   STUDY DESIGN

A study design focuses on the end-product of the research and the logic of the research. Mouton (2001: 55) defined a research design as ''a plan or blueprint of how one intends conducting the research''. In order to get the employees' views on turnover in the military, a mixed quantitative and qualitative research approach was adopted.

5.2.1 Qualitative approach

According to De Vos (2011: 297), a qualitative approach is characterised by its aims, which relate to understanding some aspects of social life, and its methods, which generate words, rather than numbers, as data for analysis. The disadvantages of a qualitative approach includes: samples are small and not necessarily representative of the broader population, so it is difficult to know how far to generalise the results; the findings lack rigour; it is difficult to tell how far the findings are biased by the researcher's own opinions; and data analysis is often time consuming. The advantages of a qualitative approach include that it provides individual case information; the data is based on the participants' own categories of meaning; it is useful for describing complex phenomena; and the researcher can determine how participants interpret constructs (Mason, 1996: 7).

5.2.2 Quantitative approach

Polit and Hungler (1999: 12) describe quantitative research ''as a traditional scientific approach to research that has its underpinning in the philosophical paradigm for human inquiry known as positivism". A quantitative method provides numeric descriptions of trends, attitudes or opinions. Advantages of a quantitative approach are that it provides data that is straightforward, numerical, relatively simple to analyse, and data is verifiable. Quantitative data is also comparable among communities in different places. However, there are also some shortcomings. When a researcher employs a quantitative approach, the researcher might use irrelevant theories with no reflection on the local population. Because data is numerical, the knowledge gained might be too much and too general for application to specific situations. It also requires many individuals to collect the data (Acaps, 2012).

5.2.3 Data collection method

A mixed approach was used. Therefore, data was generated in the form of both words and numbers. Qualitative data was generated by means of a semi-structured focus group interview as well as an in-depth interview. De Vos (2011: 342) defines an interview as ''a social relationship designed to exchange information between the participant and the researcher''. De Vos (2001:350) further defines a semi-structured focus group interview as ''a method of inquiry that combines a pre-determined set of open questions (questions that prompt discussion) with the opportunity for the interviewer to explore particular themes or responses further''. An advantage of a semi-structured focus group interview is that it allows informants the freedom to express their views in their own words. Another advantage is the fact that because researchers can prepare the questions ahead of time, it allows the interviewer to be well-prepared and appears competent during the interview. The disadvantages of a semi-structured focus group interview include the fact that skills to analyse the data may be lacking. There is a risk of construing too much, and the interviewer might lack suitable interviewing skills. The questions on the interview were open-ended, structured questions.

Boyce and Neale (2006: 3) describe an in-depth interview as a ''qualitative technique that involves conducting intensive individual interviews with a small number of respondents to explore their perspectives on a particular area, program, or situation''. An advantage of an in-depth interview is that it provides more detailed information than any other data collection method. However, an in-depth interview is prone to be biased, and it is time intensive.

Quantitative data was generated by means of questionnaires which contained a list of questions that are in line with the topic researched. The aim of a questionnaire is to collect trustworthy responses from the respondents to identify how they feel in fact about the topic of scientific investigation (Remenyi, Williams, Money & Swartz, 2002: 39). Questionnaires delivered by hand were utilised as a data collection method. The questionnaires were delivered by hand because this method is less time consuming, and response rates are normally high. Participants were given the questionnaires individually for completion. Completed questionnaires were returned to the researcher after 48 hours. A shortcoming of this method includes the fact that only a small geographical area can be covered at a given time because the fieldworkers have to return to collect the completed questionnaires. In addition, the risk of incomplete questionnaires is high (De Vos, Strydom, Fouche & Delport, 2002). Closed-ended questions were used in the questionnaire to collect the data.

5.2.4 Population and sampling technique

Powers, Meenaghan and Toomey (1985:235) define a population as ''a set of entities in which all the measurements of interest to the practitioner or researcher are represented''. Both employees who are currently serving in the military as well as those who had already left the organisation were interviewed. Seaberg (1988:240) defines a sample as ''a small proportion of the total set of objects, events, or persons that together comprise the subject of a study''.

A random sampling technique was administered. This technique is well-known for its ability to ensure representativeness of the study. Furthermore, systematic sampling was employed, through which the researcher selected the participants according to a certain interval (fifth interval) on the namelist of members from different units. This

allowed the researcher the possibility that the population will have a fair chance to be selected to participate. An advantage of this method is that it is convenient to administer and not much effort is needed to carry it out. The SANDF has an enormous manpower of 74 508 employees (DOD, 2019: 165). The entire SANDF could not be used as a population group due to its large number of employees, therefore, only three military units of the SANDF were targeted. The units that were used as population consisted of an RSA Naval base (SAS Saldanha), a unit of the SA Army (Infantry School, Oudtshoorn), and a combined services unit of the SANDF, the SA Military Academy. The three military units were chosen because they comprise of employees representative of different arms of service of the SANDF that provide corps training, and are reasonably senior units in the Western Cape Province. In addition, these units were chosen because they are the closest units to the researcher's workplace, which made access to participants easier and more affordable.

An RSA Naval base, SAS SALDANHA was chosen because it provides basic naval training to RSA Navy soldiers. Infantry School, representing the RSA Army was chosen because it provides basic infantry training to infantry soldiers, and comprises of soldiers from different mustering and offers diverse courses for professional advancement and development. The Infantry School also receives soldiers from other corps (mustering) to do courses yearly. In addition, Infantry School was chosen because the researcher is a uniformed member of the same unit, which made it easier to conduct research on site. The Military Academy in Saldanha hosts all the arms of service, i.e. RSA Army, RSA Navy, RSA Military Health Services, and RSA Air Force. The Military Academy provides DOD employees tertiary education and qualifications ranging from bachelor's degrees to doctorates as the Faculty of Military Sciences of Stellenbosch University. A bachelor's degree is a prerequisite for all officers of the SANDF. RSA Air force soldiers also attend the Military Academy because it provides aeronautical education and programmes which are a requirement for pilots and navigators. In other words, pupil pilots must attend the Military Academy as part of their ground-school phase. In addition, the Military Academy was chosen because the researcher is a Master's student who attends modular contact sessions at the RSA Military Academy. This too made access to potential participants easy and cost-effective.

All members in respective units could not be used as a sample because the total number of employees in the units were too large. Hence, participants were systematically selected from name lists provided by each military unit. SAS Saldanha Naval Base provided a list with 250 names; RSA Infantry School, Oudtshoorn 334 names, and the RSA Military Academy, Saldanha Bay 251 names. The 5th interval principle was used, which means every 5th member on the name list was selected. 50 members were selected from the SAS Saldanha Naval Base; 50 members from the RSA Military Academy; and 67 members from RSA Infantry School. 33 members who had resigned from the SANDF were invited to participate in the study. The sample size selected for the study was 200. For the final research project, a sample size of 160 participants completed the questionnaires and interview guides.

A sample size of 160 was utilised, of which 20 participants consisted of those who had already left the organisation, and 140 were those who are still employed in the SANDF. Included in the 140 were participants who intended to leave the SANDF. This was indicated on the questionnaire where they were asked whether they intended to leave the organisation, and why. Intention to leave is a predictor of employees in fact leaving the organisation.

5.2.5 Pilot study

Mason (1996: 25) defines a pilot study as ''the process whereby the research design for a prospective survey is tested and that is also known as a study that is regarded as a small-scale trial run of all the aspects planned for the use in the main inquiry''. Prior to undertaking the survey as a project, a pilot study of the interview was undertaken in order to make sure that the questions on the interview are clear and can be easily understood. Two participants who had already resigned and two participants still employed were interviewed and given a questionnaire to respond to. They confirmed after the interview that questions and instructions were clear, and answers to the questionnaire revealed that questions fit the aims of the study.

5.2.6 Data analysis method

Because a mixed approach was chosen, the data analysis method was descriptive in the form of words and numbers. For qualitative results, data was analysed by means of a thematic analysis of data. Mason (1997: 45) defines a thematic analysis of data as ''a qualitative analytic method of identifying, analysing and reporting patterns (themes) within data. It minimally organises and describes your data set in rich detail''. The data was analysed by following four steps according to the thematic analysis method. These steps are: reading and annotating transcripts; identifying themes; developing a coding scheme; and coding the data.

To analyse quantitative data, IBM Statistical Package for the Social Sciences (IBM SPSS) was used. IBM SPSS provides the researcher the ability to analyse the collected data from the completed questionnaire clearly and understandably. The information gained from the data of the questionnaire was presented in the form of pie charts, tables, and graphs. Advantages of IBM SPSS include the availability of user's manuals, and that it provides access to statistical routines needed for the introduction. Adisadvantage is that it is very expensive and lacks modern techniques.

5.3   DATA VALIDITY AND RELIABILITY

Polit and Hungler (1999: 12) describe validity as doing what it is intended to do, measuring what it is supposed to measure. This means the data should be a reflection of what is being studied. There are four types of validity, namely content, face, criterion, and construct validity. Content validity was used in order to assess whether the instrument really does measure the key concepts of the study. For example, it was determined whether the items on the interview schedule/outline as well as the questionnaire really described employee turnover.

It was ensured that data is valid by measuring the questions on the interview schedule/outline and questionnaires against the objective of the study. Polit and Hungler (1999: 12) define reliability as ''the accuracy or precision of an instrument; as the degree of consistency or agreement between two independently derived sets of scores; and as the extent to which independent administrations of the same

instrument yield the same results under comparable conditions'' Types of reliability include: test-rest, parallel, inter-rater, and internal consistency. Inter-rater reliability was used to ensure that individuals do not interpret data the same way. Reliability was ensured by using IBM SPSS Cronbach's Alpha coefficient, which uses a scale to test reliability. The coefficient scale ranges from 0 to 1 which indicates that the number closer to 1 is more reliable.

5.4   ETHICAL CONSIDERATIONS

Mouton (2001: 70) defines ethics as ''a set of moral principles that are suggested by an individual or group, are subsequently widely accepted, and offer rules and behavioural expectations about the most correct conduct towards experimental subjects and respondents, employers, sponsors, other researchers, assistance and students''. Because employee turnover is such an acute problem in the military, it may cause emotional harm to participants to make certain revelations. The participants were protected beforehand from emotional harm by informing them of the possible emotional harm that they might experience. It was ensured that sensitive and provocative questions were not asked in the study.

It was also ensured that the participants gave informed consent after the researcher has explained to them the goal of the investigation, the procedures, advantages and disadvantages as well as the dangers that the participants may be exposed to. The participants were informed that they were part of a research project and that their participation was voluntary. It was also ensured that the identities of the participants are confidential and that personal details of the participants would not be requested on the questionnaires. The participants were numerically marked as respondent 1, 2,3,4,5, etc. to ensure anonymity. The participants were informed that their responses would be kept confidential and would not be discussed with others. The participants were also informed that they were welcome to withdraw from the survey and study at any stage of the investigation should they feel the need to do so. Ethical clearance from Stellenbosch University Ethics Committee was obtained.

5.5   LIMITATIONS

Because participation in the research project was voluntary, the number of participants could not be controlled. Due to the fact that there was difficulty to have access to the human resource records or to gain permission to have them, the study was conducted with those employees who had left the organisation as well as those employees who intended to leave the SANDF. This was indicated on the interview guide where employees had to indicate whether they intended to withdraw their services before contract expiry, and why. According to Greenglass and Burke (2002: 90), the intention to leave is a major predictor of the actual leaving of an organisation. In addition, the participants were from different military units, therefore respondents were invited to participate in the study through letters which were sent to each participating unit. This turned out to be a risk to the research process, because the letters of consent to participate did not reach the units the first time it was sent. It also took longer than expected to get responses to these letters. Initially, employees of the RSA Air Force (Air Force Base Langebaanweg) was also part of units selected and invited to participate in the study. However, no response was received to the invitation letter. The Military Academy also hosts RSA Air Force students, therefore, the RSA Air Force students at the Military Academy were used to represent that cohort of SANDF employees.

5.6   CONCLUSION

For the purpose of this research project, a mixed approach was adopted to collect data. This method mostly focused on the reasons why employees leave the SANDF as well as aspects of job satisfaction which were generated by words and numbers (the latter through graphs and tables). This chapter explained the data collection method used by the researcher. A semi-structured, open-ended questionnaire to gather information from participants, delivered by hand, was used. A purposive sampling technique was employed as being well suited to gather useful information. The researcher analysed qualitative data by utilising thematic analysis, and IBM SPSS to analyse the quantitative data. Ethical considerations were complied with while   collecting   data.   Participants'   identity   and   confidentiality   were   strongly

protected. The following chapter will present qualitative and quantitative findings collected from participants in this study.

CHAPTER 6
RESEARCH FINDINGS

6.1   INTRODUCTION

The preceding chapters focused on the review of related literature, theories, and legislative framework of employee turnover in the SANDF. This chapter provides the extent of employee turnover in the SANDF by presenting the results of the quantitative and qualitative data obtained for the purpose of the research. This research was conducted during the period March 2019 to May 2019 through the use of questionnaires and in-depth interviews. The quantitative data and findings will be presented first, followed by qualitative data and findings.

Although a sample size of 200 was initially expected, only 160 respondents participated. All the data was coded and captured onto a spreadsheet through IBM SPSS.

6.2   QUANTITATIVE FINDINGS

The final sample size was 160.

SECTION 1: Demographics

The purpose of this section was to find the demographical background of participants.

6.2.1 Gender

Table 6.1: Breakdown of sample by gender

Gender	Frequency	Percentage (%)	Valid Percentage
Male	108	67.5	67.5
Female	52	32.5	32.5
Total	160	100.0	100.0
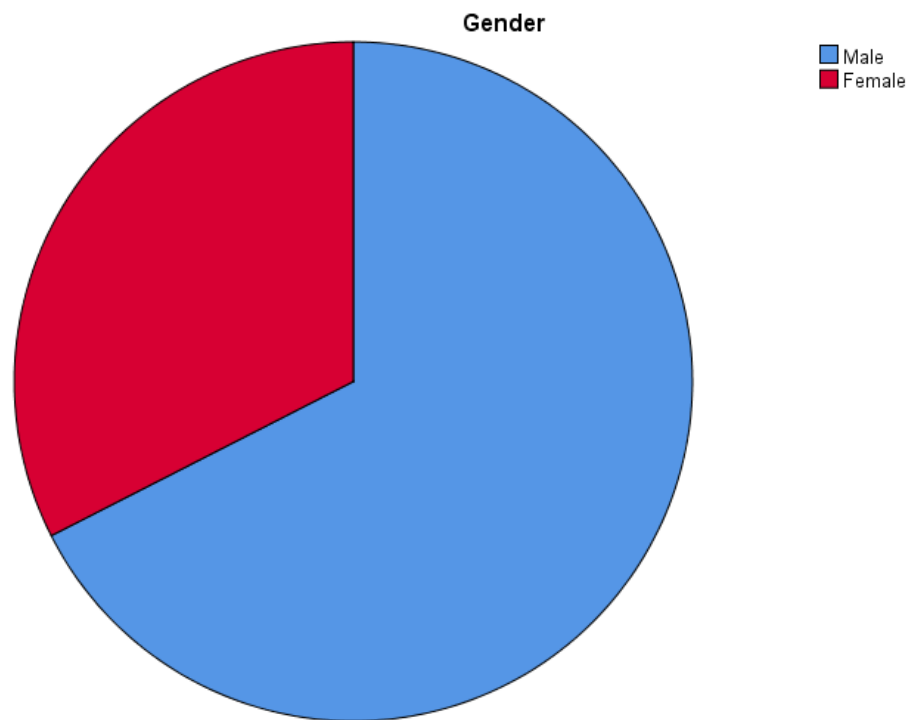
Gender

Figure 6.1: Gender

From the results above it is clear that the majority of the respondents, 67.5%, were males, and 32.5% were females.

6.2.2 Age

Table 6.2: Breakdown of sample by age

Age Group	Frequency	Percentage	Valid Percentage
18-25	43	26.9	26.9
26-30	46	28.8	28.8
31-35	40	25.0	25.0
36-40	13	8.1	8.1
41-45	8	5.0	5.0
46-50	5	3.1	3.1
51-55	4	2.5	2.5
56-60	1	.6	.6
Total	160	100.0	100.0
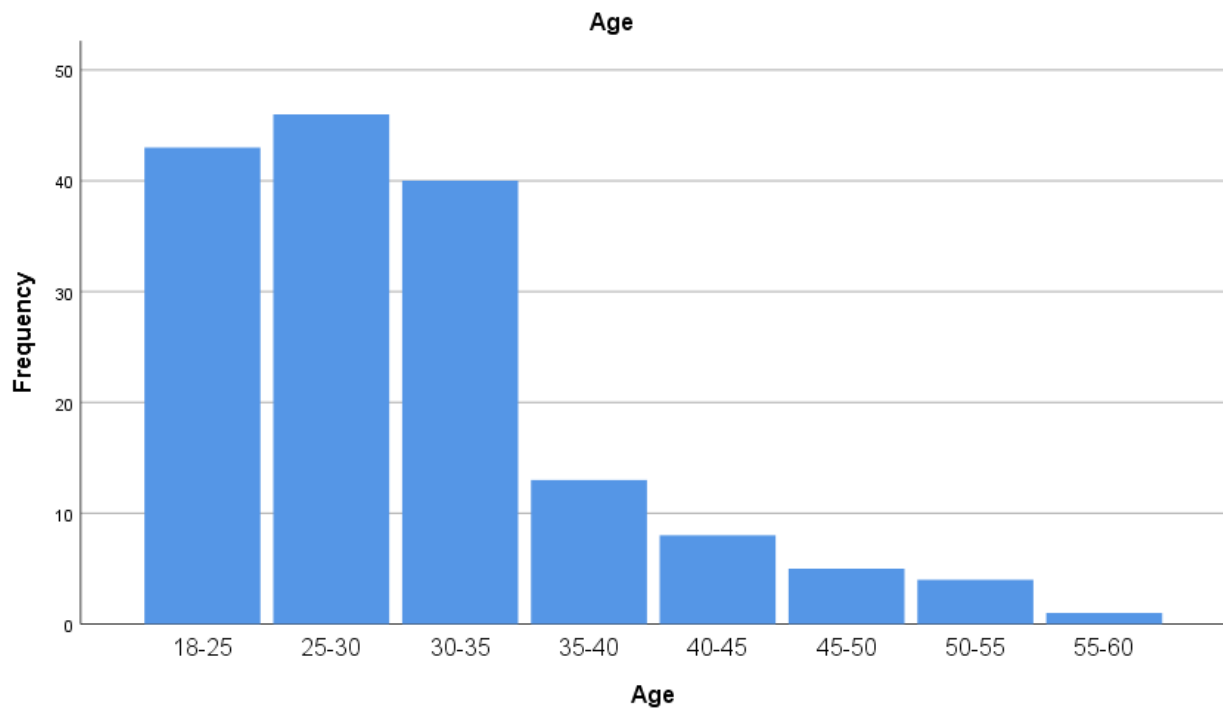
Figure 6.2: Age

As these results show, the majority of the respondents (88.75%) were between the ages 18-40. Respondents between the ages of 45-60 were recorded as 11.25% of the total.

6.2.3 Level of education

Table 6.3:   Breakdown of sample by level of education

Qualification	Frequency	Percentage	Valid Percentage
Below Grade 10	6	3.8	3.8
Grade 12	84	52.5	52.5
Diploma	25	15.6	15.6
Degree	27	16.9	16.9
Honours	8	5.0	5.0
Masters	6	3.8	3.8
PhD	4	2.5	2.5
Total	160	100.0	100.0
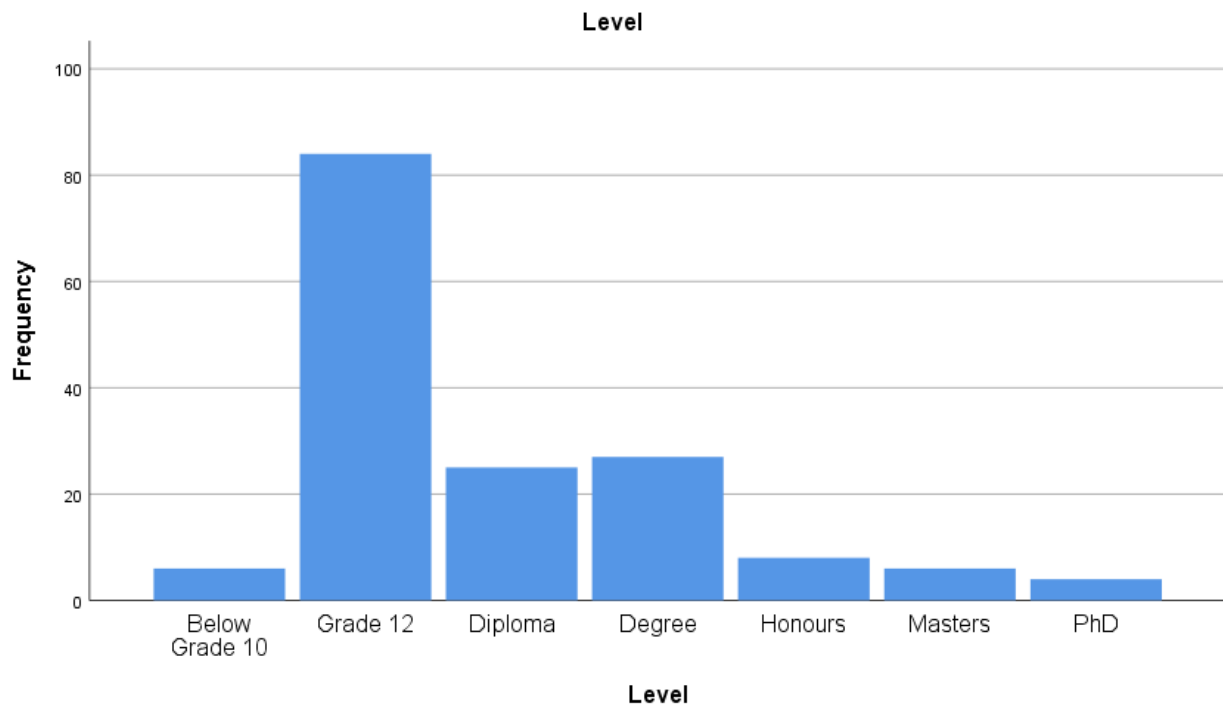
Figure 6.3: Level of education

These results show that the majority (84 respondents, 52.5% of the sample) had grade 12, while 43.8% have a tertiary education.

6.2.4 Monthly income

Table 6.4: Breakdown of sample by level of income

Income	Frequency	Percentage	Valid Percentage
R8 000-R10 000	16	10.0	10.0
R11 000-R13 000	19	11.9	11.9
R14 000-R16 000	36	22.5	22.5
R17 000-R19 000	31	19.4	19.4
R20 000- R22 000	29	18.1	18.1
R23 000-R25 000	23	14.4	14.4
R26 000-R28 000	2	1.3	1.3
R29 000-R31 000	1	.6	.6
R32 000-R33 000	3	1.9	1.9
Total	160	100.0	100.0
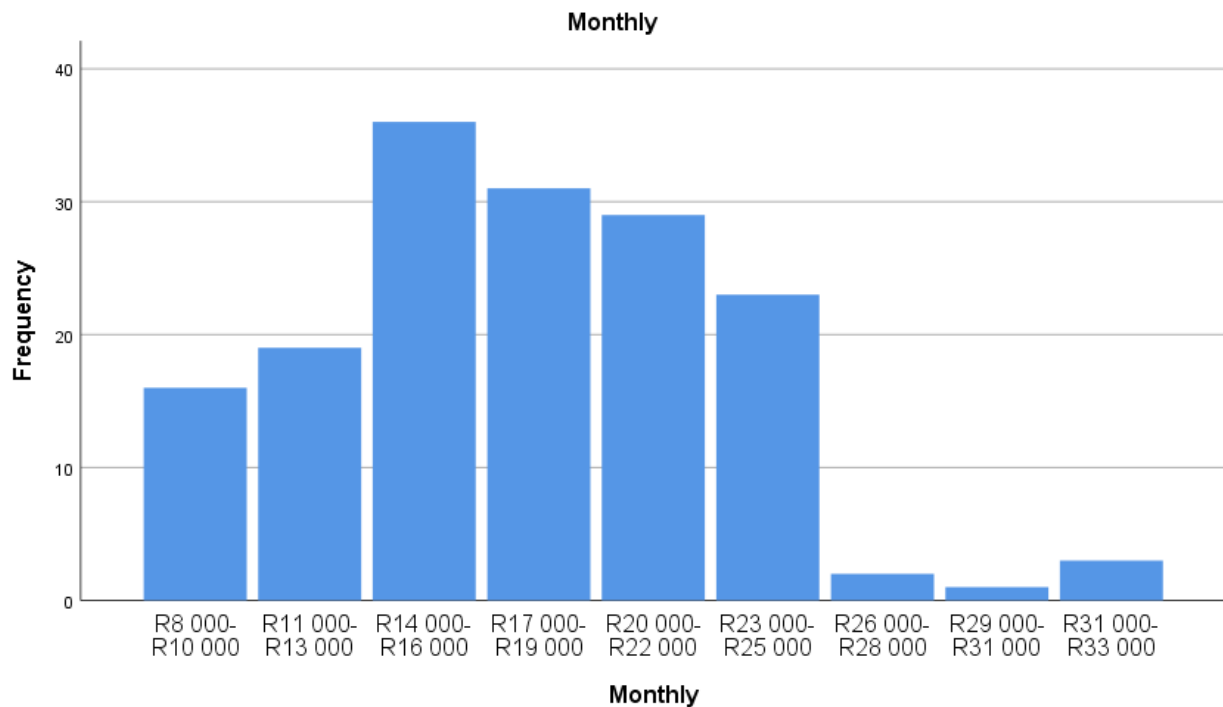
Figure 6.5: Level of income

These results indicate the different levels of income per month. According to these results, the majority of the respondents (96.3%) get paid between R8000-R25 000 per month, while only 3.8% of the respondents get paid between R26 000-R33 000.

6.2.5 Tenure

Table 6.5: Breakdown of sample by tenure

Tenure	Frequency	Percentage	Valid Percentage
1-5 years	44	27.5	27.5
6-10 years	54	33.8	33.8
11-15 years	46	28.8	28.8
16-20 years	14	8.8	8.8
More than 21 years	2	1.3	1.3
Total	160	100.0	100.0
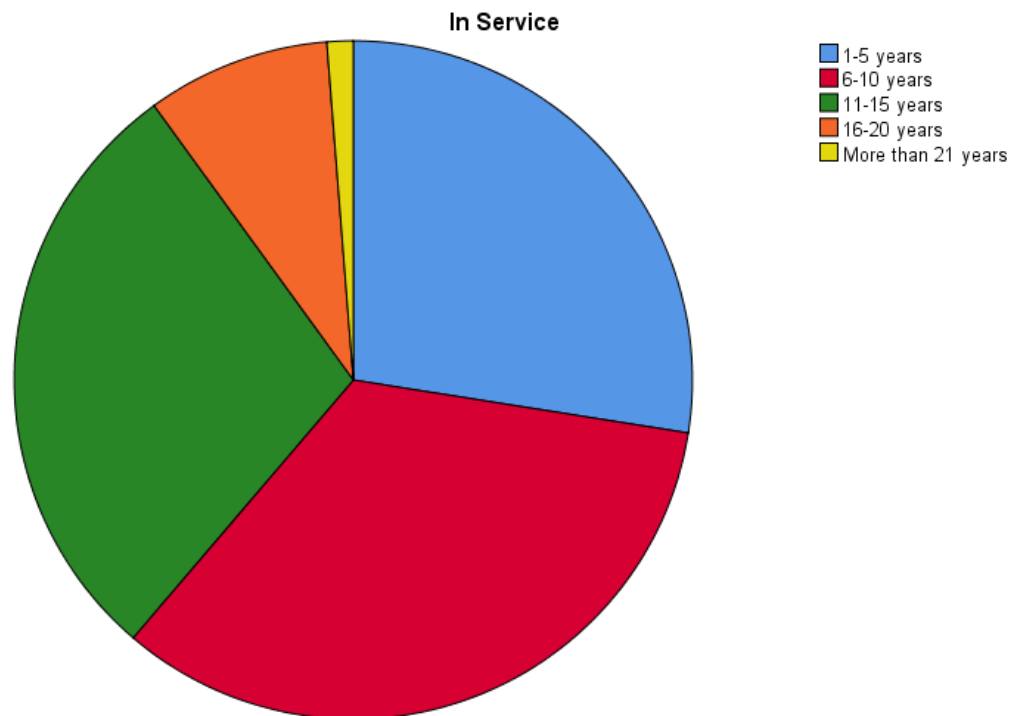
Figure 6.6: Years of service

There is an extensive distribution in the number of years of military employment of respondents. The plurality of respondents, 33.8% is employed between 6 to10 years in the military. The second largest group of respondents, 28.8% had 11 to 5 years of experience within the military. The third largest group of respondents, 27.5% had 1 to 5 years of military experience. 8.8% of the respondents are long-serving members with military experience of 16-20 years. Only 1.3% of the respondents had more than 21 years of military experience. One of the aims of the transformation process of the SANDF is to guarantee representivity. The number of years of service can be an indication of this transformation process. With this in mind, managers and seniors with 20 years and longer years of service are likely to be members from the SADF serving the previous regime. It is likely that these members are still with the organisation because of their experience, or they have nowhere else to go, are reluctant to risk unemployment, and are working out their contracts.

6.2.6 Breakdown by arms of service

Table 6.6:   Arms of service

Arms of Service	Frequency	Percentage	Valid Percentage
SA Army	40	25.0	25.0
SA Navy	45	28.1	28.1
SA Air Force	45	28.1	28.1
SA-Military Health Services	30	18.8	18.8
Total	160	100.0	100.0

These results show the number of respondents from different arms of service who participated in this study. It shows that 40 respondents were from RSA Army, 45 respondents were from RSA Navy and 45 from RSA Air force. 30 respondents were from South African Military Health Services (SAMHS).

SECTION 2: Employee turnover

The following part of the questionnaire deals with employee turnover itself. It includes the question of factors affecting employee turnover, benefits and salary packages, effects of turnover, and retention strategies.

6.2.7 Factors affecting turnover

The table below indicates the major factors indicating employee turnover of the SANDF.

Table 6.7:   Major factors affecting employee turnover of the SANDF

Factors Affecting Turnover	SA Army	SA Navy	SA Air Force	SA Military Health Services	Total
Working Conditions	6	6	9	5	26
Benefits	9	8	4	6	27
Work/Family Balance	9	12	9	3	33
Job Satisfaction	5	6	8	10	29
Equity	0	2	2	2	6
Career Advancement	2	5	0	1	8
Management/Leadership style	6	4	11	3	24
Person-job fit	2	0	1	0	3
Failure of job expectation	1	2	1	0	4
Total	40	45	45	30	160

These results indicate the factors that contribute to employee turnover rate of the SANDF from the different arms of service. According to the results, work/family balance and benefits affect employees' intention to leave most for RSA Army and RSA Navy members. For the members of the RSA Air Force, management/leadership styles and working conditions affect their decision to leave most. Members from the SAMHS indicated that job satisfaction and benefits affect their decision to leave the organisation most. From the results it seems that work/family balance, benefits, management/leadership style, working conditions, and job satisfaction are the major contributing factors of employee turnover.

6.2.8 Benefits

The table below indicates how participants rate the benefits and salaries of the SANDF.

Table 6.8   Benefits and salary packages

Arms of Service	High	Medium	Low	Total
SA Army	0	15	25	40
SA Navy	0	22	23	45
SA Air Force	1	23	21	45
SA Military Health Services	0	11	19	30
Total	1	71	88	160

The purpose of this question was to find out how employees rate their benefits and salary packages. 88 respondents assessed it is "low", 71 chose "medium" and only 1 felt it is "high".

6.2.9   Benefits and qualifications

The table below indicates how employees perceive their benefits and salary packages in relation to their qualifications.

Table 6.9:   Benefits and salary packages in relation to qualifications

Arms of Service	High	Medium	Low	N/A	Total
SA Army	1	12	19	8	40
SA Navy	2	18	16	9	45
SA Air Force	3	11	23	8	45
SA Military Health Services	1	8	19	2	30
Total	7	49	77	27	160

The purpose of this question was to find out how employees rated their salary and benefit packages in relation to their tertiary qualification. The most common answer was "low". The results show that 7 of the 160 participants saw their salary and benefits packages as "high". 49 chose "medium", 77 said "low", and 27 did not have a tertiary qualification. Employees perceiving that they are not rewarded for their tertiary qualification might reason why they decide to leave the organisation.

6.2.10 Effects of employee turnover

The table below indicates what participants think the effects of employee turnover are.

Table 6.10:   Effects of employee turnover

Arms of Service	High costs of recruiting and training	Inefficiency	Loss of opportunity	Lack of motivation	Organisation is run by inexperienced employees	Total
SA Army	7	7	9	10	7	40
SA Navy	16	9	4	8	8	45
SA Air Force	7	12	4	12	10	45
SA Military Health Services	9	5	6	6	4	30
Total	39	33	23	36	29	160

These results sum up the opinions of respondents with regards to the effects of turnover. The most common answer to this question was "high costs of recruiting and training" (39 of 160 respondents, 24.4%). The second most common answer was "lack of motivation" (36). 33 respondents chose inefficiency. 29 respondents chose that "the organisation is run by inexperienced employees". 23 of 160 respondents, 14% chose "loss of opportunity" as an effect of employee turnover.

6.2.11 Turnover and the overall achievement of the SANDF

The table below indicates whether employee turnover affects the overall achievements and growth of the SANDF.

Table 6.11:   Turnover as a major factor affecting the overall achievements and growth of the SANDF

Arms of Service	Yes	No	Total
SA Army	27	13	40
SA Navy	21	24	45
SA Air Force	33	12	45
SA Military Health Services	22	8	30
Total	103	57	160

The purpose of this question was to find out whether employee turnover is a major factor affecting the overall achievements and growth of the SANDF. The majority

response was "yes" (103 out of the160 respondents, 64.4%). The other 57 respondents (35.6%) chose "no".

6.2.12 Retention strategies that would make employees remain with the SANDF

The table below indicates the retention strategies to retain employees.

Table 6.12:   Retention strategies

Retention Strategies	SA Army	SA Navy	SA Air Force	SA Military Health Services	Total
Treated with respect	2	10	5	5	22
Focus on needs of employees	7	3	4	3	17
Conducive working environment	3	5	5	2	15
More responsibilities	1	3	0	3	7
Fairness and equity	12	11	12	6	41
Employee development	2	6	3	1	12
Regular feedback from senior management	1	0	1	0	2
Better salary and benefit packages	10	7	6	4	27
Better working conditions	2	0	9	6	17
Total	40	45	45	30	160

The purpose of this question was to find out respondents' choice of retention strategies that would make members remain with the organisation. The most common answer, from all arms of service was "fairness and equity". Members from the RSA Navy also felt that if they "[were] treated with respect" they were likely to remain with the organisation. RSA Army respondents chose "better salary and benefit packages" as their second most preferred retention strategy. The RSA Air Force respondents wanted "better working conditions" as possible retention strategy. SAMHS members chose to be "treated with respect" as likely strategy to keep them with the organisation.

SECTION 3: Individual aspects of the job

The following section of the questionnaire deals with individual aspects. It includes four components, namely: the job itself, remuneration and benefits, the SANDF as an organisation, the supervisor/management. A 5-point likert-style scale was used. This scale allowed the respondent to give their opinion on a statement ranging from "strongly disagree" to "strongly agree".

Component 1: The job

6.2.13 The job is challenging

The following table indicates whether participants find the jobs in the SANDF challenging.

Table 6.13:   The job is challenging

	Strongly Agree	Agree	Not sure	Disagree	Strongly disagree	
SA Army	8	17	3	8	4	40
SA Navy	7	19	4	15	0	45
SA Air Force	7	23	3	7	5	45
SA Military Health Services	2	16	1	10	1	30
Total	24	75	11	40	10	160

The purpose of this statement was to find out whether employees find their job challenging. The most common answer was "agree". 99 of the 160, 62% respondents agreed that their job is challenging. 50 of the 160, 31% respondents disagree.

6.2.14 Workload is manageable

The following table indicates whether workload is manageable.

Table 6.14: Workload is manageable

	Strongly agree	Agree	Not sure	Disagree	Strongly disagree	
SA Army	9	23	1	7	0	40
SA Navy	3	32	5	4	1	45
SA Air Force	2	37	3	3	0	45
SA Military Health Services	4	16	3	7	0	30
Total	18	108	12	21	1	160

The aim of this statement was to find out whether employees find their workload manageable. 126 of the respondents agreed that their "workload is manageable". 22 respondents disagreed.

6.2.15 One's skills are effectively used

The table below indicates if the skills in the SANDF are effectively utilised.

Table 6.15: Your skills are effectively used

	Strongly agree	Agree	Not sure	Disagree	Strongly disagree	Total
Arms of Service						
SA Army	5	11	6	12	6	40
SA Navy	2	13	8	13	9	45
SA Air Force	1	12	11	18	3	45
SA Military Health Services	1	6	4	18	1	30
Total	9	42	29	61	19	160

The purpose of this statement was to find out whether employees felt that their skills are effectively used. The most common answer was "disagree" (44%). Of all respondents, 51 respondents agreed that their skills are effectively used.

6.2.16 Sufficient resources are available

The following table indicates if the SANDF has sufficient resources available to do the job.

Table 6.16: Sufficient resources available

	Strongly agree	Agree	Not sure	Disagree	Strongly disagree	
SA Army	3	3	3	17	14	40
SA Navy	3	7	6	19	10	45
SA Air Force	1	12	7	17	8	45
SA Military Health Services	3	4	0	18	5	30
Total	10	26	16	71	37	160

The aim of this statement was to find out whether employees thought that there are sufficient resources available to do the job. Most of the respondents disagree (108), while only 36 of 160 (23%) respondents agreed.

6.2.17 There is an opportunity for advancement

The table below indicates wether there are opportunities for advancement in the SANDF.

Table 6.17: Opportunity for advancement

Arms of Service	Strongly agree	Agree	Not sure	Disagree	Strongly disagree	Total
SA Army	3	13	5	12	7	40
SA Navy	3	23	6	11	2	45
SA Air Force	2	18	11	12	2	45
SA Medical Health Services	3	10	7	8	2	30
Total	11	64	29	43	13	160

The purpose of this statement was to find out whether employees thought that there is an opportunity for advancement for them. The most common answer was "agree". 75 respondents agreed; 56 respondents disagreed.

6.2.18 Training and development programmes are available

The table below indicates whether there are enough training and development programmes in the SANDF.

Table 6.18:   Training and development programmes

Arms of Service	Strongly agree	Agree	Not sure	Disagree	Strongly disagree	Total
SA Army	3	25	3	6	3	40
SA Navy	9	30	2	4	0	45
SA Air Force	6	28	5	6	0	45
SA Military Health Services	3	19	1	7	0	30
Total	21	102	11	23	3	160

The purpose of this statement was to find out whether employees thought there are training and development programmes available for them. 123 of 160 (77%) respondents agreed; 26 of 160 (16%) respondents disagreed.

Component 2: Remuneration and benefits

6.2.19 Salaries are paid on time

The following table indicates whether salaries are paid on time.

Table 6.19:   Salaries paid on time

Arms of Service	Strongly agree	Agree	Not sure	Disagree	Strongly disagree	Total
SA Army	28	10	1	0	1	40
SA Navy	28	12	1	3	1	45
SA Air Force	31	13	0	1	0	45
SA Military Health Services	18	8	2	2	0	30
Total	105	43	4	6	2	160

The purpose of this statement was to find out whether employees thought that their salaries are paid on time. Most of the respondents chose "agree" (148). Only 8 respondents chose "disagree".

6.2.20 Work-life balance is practised in the SANDF

The table below indicates whether there is a balance between work and personal life in the SANDF.

Table 6.20:   Work-life balance

Arms of Service	Strongly agree	Agree	Not sure	Disagree	Strongly disagree	Total
SA Army	3	8	3	15	11	40
SA Navy	6	15	3	16	5	45
SA Air Force	5	16	10	10	4	45
SA Military Health Services	2	6	6	12	4	30
Total	16	45	22	53	24	160

The aim of this statement was to find out whether employees thought I that there is a balance between their life and work. 77 of the respondents did not feel that there is a work-life balance. 61 respondents agreed that there is in fact such a balance.

6.2.21 Range of benefits are available

The following table indicates whether there is a range of benefits available in the SANDF.

Table 6.21:   Range of benefits available

Arms of Service	Strongly agree	Agree	Not sure	Disagree	Strongly disagree	Total
SA Army	4	13	2	16	5	40
SA Navy	6	16	9	11	3	45
SA Air Force	3	19	13	9	1	45
SA Military Health Services	1	12	4	11	2	30
Total	14	60	28	47	11	160

The purpose of this statement was to find out whether there are a range of benefits available. The majority (74) of the respondents agreed; 58 of 160 (36%) respondents disagreed.

6.2.22 The pay is adequate in relation to your qualification

The following table indicates whether participants perceive their pay as adequate in relation to their qualification.

Table 6.22:   Adequate pay in relation to qualification

Arms of Service	Strongly agree	Agree	Not sure	Disagree	Strongly disagree	Total
SA Army	3	7	3	15	12	40
SA Navy	3	14	7	14	7	45
SA Air Force	4	9	13	15	4	45
SA Military Health Services	2	5	6	13	4	30
Total	12	35	29	57	27	160

The purpose of this statement was to find out whether employees perceived their pay "adequate in relation to their qualification". The majority (84) of the respondents disagreed; 47 respondents agreed.

6.2.23 The pay is adequate in relation to your responsibilities

The table below indicates whether participants perceive their pay as adequate in relation to their responsibilities.

Table 6.23:   Pay vs responsibilities

Arms of Service	Strongly agree	Agree	Not sure	Disagree	Strongly disagree	Total
SA Army	4	2	4	22	8	40
SA Navy	3	9	5	23	5	45
SA Air Force	1	10	10	21	3	45
SA Military Health Services	2	7	3	15	3	30
Total	10	28	22	81	19	160

The aim of this statement was to find out whether employees thought that their pay is adequate in relation to their responsibilities. The majority (100) of the respondents disagreed; 38 respondents agreed.

Component 3: The SANDF as an organisation

6.2.24 The working environment is positive

The following table indicates whether the working environment is positive.

Table 6.24:   Working environment

Arms of Service	Strongly agree	Agree	Not sure	Disagree	Strongly disagree	Total
SA Army	3	14	4	16	3	40
SA Navy	5	13	8	16	3	45
SA Air Force	1	19	3	19	3	45
SA Military Health Services	1	5	6	15	3	30
Total	10	51	21	66	12	160

The purpose of this statement was to find out whether employees found their working environment positive. The majority response was "disagree". 78 of the respondents disagreed; 61 agreed.

6.2.25 There is sufficient resources to do the job

The following table indicates whether there is sufficient resources to do the job in the SANDF.

Table 6.25:   Sufficient resources available

Arms of Service	Strongly agree	Agree	Not sure	Disagree	Strongly disagree	Total
SA Army	1	5	1	23	10	40
SA Navy	5	4	9	24	3	45
SA Air Force	0	9	7	25	4	45
SA Military Health Services	1	3	4	15	7	30
Total	7	21	21	87	24	160

The aim of this statement was to find out whether employees thought that there are sufficient resources available to do the job. The majority response was "disagree". 111 of the respondents disagreed; 28 respondents agreed.

6.2.26 There is a good relationship between employee and employer

The following results indicate whether there is good employee-employer relationships in the SANDF.

Table 6.26:   Good relationship between employee and employer

Arms of Service	Strongly agree	Agree	Not sure	Disagree	Strongly disagree	Total
SA Army	2	10	11	13	4	40
SA Navy	3	16	9	14	3	45
SA Air Force	0	16	7	19	3	45
SA Military Health Services	1	5	4	16	4	30
Total	6	47	31	62	14	160

The aim of this statement was to find out whether there is a good relationship between employees and employers. 76 respondents disagreed; 53 respondents felt that there is a good employer-employee relationship in their working environment.

6.2.27 There is efficient staff to do the work

The following table indicates whether there is efficient employees to do the work.

Table 6.27:   Efficient staff to do the work

Arms of Service	Strongly agree	Agree	Not sure	Disagree	Strongly disagree	Total
SA Army	5	9	4	16	6	40
SA Navy	3	9	8	22	3	45
SA Air Force	2	11	9	20	3	45
SA Military Health Services	1	10	3	12	4	30
Total	11	39	24	70	16	160

The purpose of this statement was to find out whether respondents perceived there to be efficient staff to do the work. The majority of the respondents disagreed (86, 53.75%); 50 respondents agreed.

Component 4: Supervisor/management

6.2.28 Has sufficient knowledge of the job

The table below indicates whether participants think their supervisors has sufficient knowledge of the job.

Table 6.28:   Sufficient knowledge of the job

Arms of Service	Strongly agree	Agree	Not sure	Disagree	Strongly disagree	Total
SA Army	0	11	5	12	12	40
SA Navy	4	22	3	14	2	45
SA Air Force	2	21	12	8	2	45
SA Military Health Services	3	10	3	11	3	30
Total	9	64	23	45	19	160

The aim of this statement was to find out whether the employees think that their supervisors have the necessary knowledge of the job. The majority of the respondents (73) thought that their supervisors had the necessary knowledge of the job. 64 respondents disagreed.

6.2.29 Employees' contribution is acknowledged

The following table indicates whether participants think that their contribution is acknowledged.

Table 6.29:   Employees' contribution is acknowledged

| Arms of Service | Employees' contribution is acknowledged | | | | | |
	Strongly agree	Agree	Not sure	Disagree	Strongly disagree	Total
SA Army	3	13	3	16	5	40
SA Navy	2	22	5	14	2	45
SA Air Force	0	23	9	12	1	45
SA Military Health Services	1	5	7	16	1	30
Total	6	63	24	58	9	160

The aim of this statement was to find out whether employees' contribution is acknowledged. 69 respondents agreed; 67 respondents disagreed.

6.2.30 Constructive feedback is provided

The table below indicates whether constructive feedback is provided.

Table 6.30:   Constructive feedback is provided

Arms of Service	Strongly agree	Agree	Not sure	Disagree	Strongly disagree	Total
SA Army	1	13	5	20	1	40
SA Navy	2	21	5	14	3	45
SA Air Force	0	19	12	11	3	45
SA Military Health Services	1	7	5	14	3	30
Total	4	60	27	59	10	160

The aim of this statement was to find out whether constructive feedback is given to employees. 64 respondents agreed; 69 respondents disagreed.

6.2.31 Employees are treated with respect

The following table indicates whether employees are treated with respect.

Table 6.31   Employees are treated with respect

Arms of Service	Strongly agree	Agree	Not sure	Disagree	Strongly disagree	Total
SA Army	1	6	5	21	7	40
SA Navy	1	15	6	16	7	45
SA Air Force	0	20	10	12	3	45
SA Military-Health Services	1	8	3	14	4	30
Total	3	49	24	63	21	160

The purpose of this question was to find whether employees thought they are treated with respect. 84 respondents disagreed; 52 respondents agreed.

6.2.32 Employees are treated equally

The following table indicates whether employees are treated equally.

Table 6.32:   Employees are treated equally

Arms of Service	Strongly agree	Agree	Not sure	Disagree	Strongly disagree	Total
SA Army	2	3	6	18	11	40
SA Navy	3	14	6	17	5	45
SA Air Force	0	8	11	21	5	45
SA Military Health Services	0	2	3	19	6	30
Total	5	27	26	75	27	160

The aim of this statement was to find out whether employees thought they are treated equally. The majority of respondents (102) disagreed; only 32 respondents agreed.

6.2.33 Ways to develop

The following table indicates whether there are ways to develop offered in the SANDF.

Table 6.33:   Ways to develop are offered

Arms of Service	Strongly agree	Agree	Not sure	Disagree	Strongly disagree	Total
SA Army	3	12	4	16	5	40
SA Navy	3	19	10	11	2	45
SA Air Force	0	25	9	8	3	45
SA Military Health Services	1	9	5	13	2	30
Total	7	65	28	48	12	160

The aim of this statement was to find out whether the SANDF as organisation offers ways to develop professionally. 72 of the respondents agreed; 60 respondents disagreed.

6.3   QUALITATIVE FINDINGS

The following section deals with the qualitative findings of this study. It outlines the verbatim answers from respondents to the questions of the interviewer.

6.3.1 What other effects do you think employee turnover has on the SANDF?

Existing literature explains a number of effects of employee turnover on any organisation. As mentioned before, the SANDF as a non-profit organisation also suffers from the effects of high employee turnover. Members of the SANDF were asked what they thought are major effects of employee turnover on the SANDF. The following discussion is based on what the majority of the respondents said.

According to the data obtained, 59% of the respondents felt that employee turnover affected the well-being of employees, whereas 33% felt it affected the overall objectives of the SANDF. 8% felt that employee turnover did not have any effect on the SANDF at all.

Theme 1: Wellbeing of employees

Respondents described wellbeing of employees as a major variable of employee turnover. 40% referred to employee burnout, whereas the other 19% referred to low morale and motivation as effects of employee turnover on the SANDF.

Burnout of remaining (non-leaving) employees

40% of the respondents perceived employee burnout as a major effect of turnover on the SANDF as organisation. Respondent IS-63 described it as follows:

> *Once employees leave without being replaced, it means one person has to do the job of two people. This place a lot of pressure on one and one has to deal with a lot of work which management almost never sees as their only objective is to get the work done.*

Respondent IS-42 said:

> *One is constantly tired and never gets a change to rest or even to spend time with your family.*

Low morale and motivation

Based on discussions with respondents it seems that employee turnover affects the level of morale and motivation of employees (19%) of the SANDF. Respondent N-5 said:

> *I am never motivated to go work because I know I will just be told to do jobs which are not even my job to do.*

This is similar to the research findings conducted by Costen and Salazar (2011: 279) on motivation and morale. They claim that when an organisation is run and controlled by inexperienced managers, it affects the moral and motivation of employees as it directly affects them. Respondent IS-3 said:

> *Ex-employees are not replaced immediately in the SANDF and this makes it difficult for us remaining in the organisation because it means our workload is much more. We are constantly tired and makes us not to have any motivation to go to work the next day.*

Some dissatisfied or discontented employees also feel that they are motivated to leave the organisation when they see others are leaving. Respondent MA-12 said:

> *When other employees leave it makes me motivated to do the same especially if I see they are doing well in the new jobs.*

Theme 2: Objective of the SANDF

33% of the respondents said that employee turnover affects the overall objective of the SANDF. Respondents referred to effects such as that the organisation is run in a manner contra to the objectives of the SANDF by having inexperienced employees replace those who left crucial positions, which also harms the image of the SANDF, and which causes employees to be replaced by other employees with low standard of training.

Organisation is run by inexperienced employees

Respondents feel that when employees leave the SANDF the overall objective of the SANDF is affected because the organisation will be run by inexperienced employees. Respondent IS-1 said:

> *The organisation is managed by people who are not qualified and capable of doing the work just to fill the gap of the employee who left. It also happens that incompetent people are put in irrelevant posts.*

This statement is similar to the findings of Costen and Salazar (2011: 279) who concluded that high turnover rates are signs that an organisation is run and controlled by inexperienced employees.

Image of the SANDF

Respondents also referred to the fact that the image of the SANDF is affected. Respondent MA-7 explained:

> *That when people from outside the organisation sees how many people leave or want to leave the organisation, they are unlikely to join or work for such an organisation.*

Respondent R-30 said:

> *People talk and when one is asked why I left or want to leave the SANDF, I will surely be honest and tell them (those outside the organisation).*

From the perspective of these two respondents, it is clear that turnover affects the opinions of other people (who are not employees of the SANDF) about the SANDF. It may lead to mistrust of, and disbelieve in the organisation. People would thus not want to be employed by such an organisation.

Standard of training

Training is also perceived to be affected because training cannot be conducted successfully without the necessary manpower.

Respondent N-16 said:

> *We sometimes lose our best employees when it comes to training. There are people who are really good at what they are doing. So if we are losing such employees, the standard of the training becomes weak. Also, not all employees have the same standards when it comes to training so the remaining employees are not always as good as those who left.*

6.3.2 What strategies are currently used to retain employees and are they effective?

According to the results, 98% said that there are no retention strategies that they are aware of. 2% said there are strategies in place, but they are not always effective.

Respondent N-18 said:

> *We are sometimes sent on course but those courses do not help or give us any reason to remain with the SANDF.*

Respondent MA-50 said:

> *We are sometimes encouraged by our leaders to go instead of trying to make means available for us to stay.*

It is concluded that no strategies that actually work are put in place to retain employees. Instead employees are encouraged to withdraw their services if they feel dissatisfied.

6.3.3 What group of professionals are leaving the SANDF frequently?

The aim of this question was to discover from respondents who they thought were the group of employees most prone to leaving or in fact leaving the SANDF. 83% of the respondents said employees with tertiary qualifications. The other 17% said employees with a specialised profession.

There are various groups of employees with qualifications and specialised skills who leave for various reasons. Based on the findings, employees leave either because their qualifications are not acknowledged and rewarded, or because some qualifications and skills are not used effectively, or because employees are not paid according to their qualifications.

Respondent N-36 said:

Doctors, pilots and psychologists are the people I see leaving the SANDF the most.

Respondent IS-22 said:

I also know of a lot of employees who have honours, masters and PhD degrees who leave the SANDF for something else.

From the perspective of the respondents it is clear that most employees with qualifications specialised skills are leaving the SANDF.

6.3.4   What do you like most about working for the SANDF?

The aim of this question was to find out from respondents what they like most about working for the SANDF. 52% of respondents liked the fact that their jobs are secure in the SANDF. 28% of the respondents liked the extraordinary experiences. 20% simply liked soldiering as a career.

Theme 1: Job security

Respondents referred to job security as the thing they like the most about working for the SANDF. Job security is further broken down into fixed salary, fixed contracts, pay being on time. Clearly, security is closely associated with stability of income and remuneration. This is confirmed by the next remark.

Fixed salary

Employees said that the most common thing they like from working for the SANDF is the fact that they receive a fixed salary. Respondent MA-4 said:

I like the fact that my salary is fixed and I don't get surprises when its pay day.

Respondent MA-5 said:

> *I like the fact that we don't get paid according to the hours that we worked because sometimes we get sick or injured and need to stay at home. Also we know the amount we will get each month so it makes it easier to budget.*

Fixed contracts

Respondents also indicated that having a fixed contract at any job is important. Also, knowing that your job is safe for the next five to ten years, for a clearly communicated, fixed period, is what keeps them in the SANDF. Respondent MA-1 feels that:

> *Job security in the SANDF is very good. I do not have to worry about what will happen next year or the year thereafter. Or at least that is the impression I am getting.*

Respondent IS-24 explained:

> *Having a fixed term contract is what keeps me in this organisation because I know I will be able to provide for my family for at least the next ten years. It also gives me enough time to look for something else. If I don't find anything, I know my job is secured in the SANDF.*

Respondent MA-13 indicated that:

> *I never heard of retrenchments from the SANDF; so it means people within the SANDF are safer due to the fact that they have long-term contracts than those in other sectors.*

These findings go hand in hand with the findings of (Govaerts, Kyndt, Dochy & Baert, 2011: 50) on job security. Their study found that job security was one of the most common things amongst other that would motivate employees to remain with an organisation.

Pay is on time

Most literature to date recorded the fact that adequate pay makes people remain with an organisation. However, respondents from this study indicated they are still with the SANDF because their pay is always paid on time. Respondent N-49 said:

> *I like working for the SANDF because my salary is always paid on time. I need not to call around or wonder whether my salary will be paid into my bank account or not \. I just know my pay will be there.*

Respondent MA-49 said:

> *I like the fact that the SANDF does not compromise when it comes to paying people's salary. Our pay is always on time.*

Theme 2: Extraordinary experiences

Respondents mentioned the extraordinary experiences that employees get to experience. Respondents said they appreciated both the diversity and, conversely, extraordinary uniformity observed in the SANDF. Other respondents referred to the fact that they often meet new people through regular organisational activities.

Diversity and uniformity

Respondents highlighted the fact that their workplace is very diverse. Respondent N-2 said he admires the diversity of the SANDF because:

> *it gives me the platform to learn that people are different and makes me accept other people and how they do things.*

Respondent IS-6 said:

> *I get to experience other cultures and religions and this is something I never experienced before. I like how things are incorporated in our daily tasks and how we respect one another's differences.*

Respondent MA-42 said:

> *There is uniformity in the SANDF. We all serve a common purpose and we all look the same.*

Meeting new people

Respondents mentioned that working for the SANDF taught them how to work with new people almost every day. Respondent IS-50 said:

> *In the SANDF one is forced to meet new people and to work with them. This gives us the opportunity to learn from them and also ways to develop ourselves.*

Respondent MA-21 said:

> *I like meeting new people because it makes me see the organisation from a different perspective.*

Theme 3: Soldiering

A very unique retention factor identified was soldiering. Respondents highlighted the fact that they liked how soldiers are distinguished from employees of other organisations. Respondents mentioned they were inspired by the level of discipline practiced in the SANDF. Other respondents admired the soldiering part of the organisation, deployment and the opportunity to explore broader Africa.

Discipline

Respondents referred to the fact that the SANDF is well-disciplined. Many respondents like the fact that discipline is practised on a daily basis and is an integral part of their daily job. Respondent IS-15 said:

> *Being and practising discipline is what keeps me with this organisation. I like how we enforce discipline and keep it that way. When people from other organisations see us, they immediately see a different force due to our discipline. We are very strict but a good strict.*

Respondent IS-16 said:

> *Discipline is the first thing I learned since I joined the SANDF. Before I joined the SANDF I was rebel but now I walk like someone with discipline and I talk like someone with discipline. I really like how disciplined we as the soldiers are. The organisation is nothing without the discipline we are practising.*

Deployment and exposure to the broader Africa

Deployment plays an integral part in the functioning of the SANDF. Respondents find this to be very fascinating. Respondents like the fact that when they go on deployment, they see more of the African continent. Respondent N-4 said:

> *I like the traveling part. The SANDF gives you the opportunity to see places that you have never seen before. Although it is for work, it enables you to explore other places and learn more.*

Respondent N-6 said:

> *I like deploying with the SANDF because it gives me joy to serve my country in foreign countries and to see the places on the African continent.*

Respondent IS-49 said:

I like traveling to different places. Although it is for work, I still get to see places that I have never seen and learn more about our African continent. The SANDF takes me places that I have never seen when I was a civilian but now I travel through Africa for deployments.

Skills to learn from

Training plays an integral and essential part in fulfilling the security mandate of the SANDF. As a result, employees are taught a diversity of skills at no cost to the employee. Hence, respondents felt that working for the SANDF gave them valuable additional skills. Respondent MA-6 explains that:

the skills we learn here are amazing. I don't think I would have been a pilot if I had not joined the SANDF. These skills that we learn are making a huge difference in one's perspective and being.

Respondent N-48 said:

I like how we learn different things every day in the SANDF. We learn technical things such as how to shoot a weapon or flying a plane, personal things such as making up a bed in n a certain way, and fitness. These things that we learn can help us make a difference outside the organisation and also make us stronger.

6.3.5 Why do you want to leave the SANDF?

When respondents were asked to explain the reasons why they wanted to leave the SANDF, 54% referred to the treatment of employees in the SANDF, 27% mentioned work family misbalances, and 19% indicated incompetent leaders as the reasons why they wanted to leave.

Theme 1: Treatment of employees

One of the important principles to be practiced in any effective organisation is that of equal treatment. However, during discussions, respondents identified nepotism and favouritism within the SANDF as the main reasons why they wanted to leave the organisation. Respondents highlighted the fact that they were not treated with respect. Others felt that they were receiving unfair treatment by comparison to employees in other organisations, and they also felt that policies were not implemented consistently.

Nepotism and favouritism

When respondents were asked why they wanted to leave the SANDF, nepotism and favouritism were identified. Respondents indicated that some employees were favoured above others and offered preferential treatment. . Respondent IS-8 said:

> *I do not like when people are favoured. It is unfair towards others who worked hard to get to a point whereas other people are placed in higher positions due to the fact that they are favoured by commanders.*

Respondent IS-49 said:

> *People who are friends with members of power are progressing faster than those who really worked hard. Some are also in personal relationships with them and that is how they are promoted and advanced. That is my reason why I want to leave.*

Respondent IS-15 said that sometimes she felt:

> *Incompetent for not knowing people with power because I feel like I don't progress and I am only lucky when my name is on the list for courses and promotions.*

Treated with respect

Respondents also felt that they were not treated with respect. Many explained that people in higher posts (thus carrying higher rank) were looking down on people in lower positions or posts. Respondent IS-2 said:

We are not treated with respect at all. They talk to us like we are inhuman. We understand that fact that military people are supposed to be strict but that does not mean one must be disrespectful towards others.

Respondent MA-17 said:

Some, especially those in command posts, treat you like you are not human. There is a difference between enforcing discipline and being utterly rude. Most of our commanders are being rude and disrespectful.

Unfair treatment

Respondents felt that they received unfair treatment, and that fairness was not practised in the SANDF. This goes hand in hand with disrespectful treatment and nepotism. Respondent IS-48 said:

I think we are treated unfairly on many things. Sometimes you are training someone only to find out that person becomes your leader one day. Some individuals get certain things right whereas others don't. It is unfair.

Respondent IS-7 said:

I as a platoon commander feel that I am treated unfairly because another lieutenant for example with the same experience and the same skills or qualifications receive the same amount of overtime but the other lieutenant is working normal working hours whereas I am working many extra hours including weekends but we receive the same pay.

Respondent IS-9 said:

> *I find it very unfair for a commander to call you after working hours and weekends to come in to work on things that could have waited for the next day without compensation or even acknowledgement.*

Respondent MA-22 said:

> *I don't like the lack of discipline and everyone working against each other instead of working together. Lack of patriotism and people that don't want to work, yet they demand that they are entitled to get promoted and incentives.*

Respondent IS-11 felt he was being treated unfairly because he was from the former, non-integrated defence force, the SADF:

> *I do not like the treatment members receive who belonged to a former force. They are treated better than the rest of us.*

These findings confirm the findings of Ramlall (2004: 60) on unfair treatment. Their study revealed that unfair practices in the workplace makes people want to leave an organisation.

Inconsistent policy implementation

Respondents also felt that things were not always done according to formal policy, which is aligned with unfair treatment when policy is either disregarded or subjectively changed or interpreted to favour certain individual employees. Respondent IS-47 said:

> *Things are not done according to the policies. For example here in the Army there is a policy for people's promotions. But it is not always followed. Someone always comes with new ideas and rules and implement it as such without considering the existing policy. Then we are promoted on some commander's idea or rule and not according to the requirements and guidelines of the policy.*

Qualifications not utilised

Respondents revealed that they had intent to eave because they were not placed in posts where they could apply their respective qualifications; moreover, their qualifications were fully ignored.

Respondent IS-64 reported:

> *I feel like when your qualification here in the SANDF is not technical or practical like a doctor, pilot or nurse your qualification does not count at all and we are not utilised according to our qualification. So my qualification goes to waste as it means nothing.*

Respondent IS-39 said:

> *I want to leave because I am doing a normal job like my other colleagues but we receive the same pay and same benefits but I am having an honours degree. I am not utilised for what I studied for. I am not saying we as academics should get special treatment but we have a different type of skill that makes us different.*

Respondent IS-4 said:

> *I want to leave once I get my degree because I know of people who have honours and master's degrees in very important fields and areas but are not used for such posts. They are rather platoon commanders presenting map reading and handing and taking in of weapons.*

MA-19 said:

> *I want to leave because I am not getting paid for my qualification and it is not acknowledged. Whereas in other organisations people are rewarded for their qualification.*

Respondent MA-2 pointed out:

> *the SANDF lose a lot of funds because they are paying for our studies but they are not using us accordingly. So, if we leave, the other organisation will have an advantage because not only will they get qualified educated people but also qualified experienced people.*

These findings are similar to the Reference Group Theory that explains how individuals compare themselves with other employees in terms of inputs and outcomes. It also confirms the findings of Klein and Maher (1966: 195), who explain how educated employees may be dissatisfied with the pay because of their high expectation of their expected pay. They may feel that because they have a tertiary qualification, compared to non-tertiary educated employees, their pay should be higher. In addition, educated employees also compare themselves with other educated employees who receive high outcomes in other organisations.

Theme 2: Work/family balance

27% of the respondents indicated that one of the main reasons why they intended leaving the SANDF were the imbalances between their work and personal/family life.

Clashes between family and work life

Although work-family balance is a common challenge for military personnel everywhere, respondents still saw it as a reason for their withdrawal. Respondents felt that there was no balance between their work life and family life, and others felt the emotional and psychological strain of working away from their families. To aggravate this stressor, employees are reminded that this conflict is an integral part of being a soldier that employees signed up for it willingly. Respondent N-1 said:

> *There is no balance between my personal and work life. I have no life, only a job and must visit my family. I would like this to change.*

Respondent IS-31 said:

> *My family is never considered. When I address this challenge I am always told that I entered the force voluntary and knew what was expected.*

Respondent IS-47 mentioned:

> *To work away from your family is not a problem. I have a problem with the fact that I do not have any personal time because I am always at work.*

Respondent IS-46 said:

> *My personal/family life is never considered because we are always working and they only want the job done without thinking about how it may affect my family*.

Separation from family

Respondents indicated that working away from their families put much strain on them psychologically. Some acknoweledged that they were aware of potential frequent and extended separation from family when they joined, but that knowledge thereof did not make it any easier, as they felt the stress of leaving their families alone, without any support whatsoever. A senior non-commissioned officer reported:

> *I do not like the fact that I have to work away from my family but that is what I signed up for.*

Respondent N-3 said:

> *I don't like working in a different province than where my family lives. I know I signed up for this but I still feel the pain of leaving my family behind.*

Respondent N-7 said:

> *I hate leaving my family for so long. I am always worried about them and this makes me want to leave and look for another job.*

These findings are similar to the findings of Hom and Kinicki (2001: 980), who found work-family conflict to be the most critical determinants of military employee turnover. Balancing military and family life is an acutely taxing task for military personnel.

Theme 3: Incompetent leaders

19% of respondents indicated that one of the reasons why they wanted to leave was because of incompetent leaders.

Incompetent leaders and management styles

Respondents indicated firstly, that there were incompetent leaders who ignored the real concerns of subordinate (rank junior) employees; secondly, that incompetent leaders were unduly promoted above those more competent; thirdly, that such incompetent leaders led to their intent to leave the organisation. Respondent IS-1 said:

> *I don't like incompetent leaders who don't think for their subordinates. Currently we have a lot of such leaders with poor leadership styles.*

Respondent IS-7 said:

> *I don't like the bad leadership in the SANDF especially the environment I am working in. We have a commander who can't make rational decisions which affects us all negatively.*

Respondent MA-19 said:

> *I do not like the command structures. The wrong people are put in command posts that they don't deserve. Other people who are really leaders and commanders are in non-commanding posts.*

Respondent IS-51 mentioned:

Bad commanders with poor leadership skills and management styles are the commanders of our unit and those who are real leaders are second in commands.

Commanders' expertise and knowledge of the job

Despite leadership skills, respondents felt that most commanders were placed in command posts without the necessary skills and knowledge required for the position. Respondent MA-12 explained:

We suffer because some of our commanders are in critical posts only because they carry the ranks for such posts. As far as I am concerned most of them don't have the necessary knowledge and skills.

These findings confirm the findings of Eissenburg, Stinglhamber, Vandenberghe, Surchaski and Rhodes (2002: 5) whose research indicates that employees in the military were found to be very discontented with how their military leaders ran the organisation. Factors such as leaders' incompetence to make a decision, poor leadership style, extent to which proper feedback is not given to employees, inconsistent policy implementation and adverse relationships between leader and subordinates are all predictors of military employee turnover.

6.3.6 Why did you withdraw your services from the SANDF?

The aim of this question was to find out from employees who had already withdrawn their services from the SANDF why they in fact left the organisation. 41% of respondents indicated that their decisions were based on the fact that their qualifications were not considered; 39% felt they did not get support from the organisation and 20% based their decision to leave on nepotism in the SANDF.

Theme 1: Qualifications

41% of the respondents indicated that they left because they were either not utilised according to their qualifications, or they were not paid according to their qualifications. They also recorded finding other jobs with better opportunities as the three most common reasons for leaving.

Qualifications not considered

Respondents said they left because they were not placed in posts that were relevant to what they had studied. Respondent R-1 said:

I left because I was not used in the appropriate post for my qualification.

Respondent R-2 explained:

I left due to the fact that I have an honours degree in history but I was placed in a post where I had to train new soldiers which were totally inappropriate. Other people who have LLB degrees for example are placed in courts or as legal officers. I am a lecturer now where I can actually use my qualification.

Respondent R-12 said:

I left because my degree meant nothing for the SANDF so I searched for another job in my field; I got one and took it.

Salary not in line with qualification

Here, respondents indicated that they left because the salary they received was not in line with their qualification. Respondent R-32 said:

I was not getting paid for my qualification unlike people at the academic institutions who are getting a salary based on what academic qualifications they have.

Respondent R-33 said:

> *I have a master's degree but was paid on the same level as my colleague who had no tertiary qualifications. I have a job now where I am getting paid for my qualification.*

Respondent R-13 explained:

> *I left because I could not understand how a pilot, doctor, and lawyer was paid for their qualification and skills but I was not just because my qualification was not a practical one*

Theme 2: Nepotism

39% of the respondents had left the organisation because of nepotism. Respondents articulated their experiences where people were unduly favoured. Respondent R-28 explained that:

> *I could no longer work for an organisation where people are promoted and receiving incentives based on who they know and their relationships with each other.*

Respondent R-31 said:

> *I left because of nepotism. Many people are placed in posts because of their connections with people in power.*

Respondent R-3 said:

> *I could no longer work at a place where people are promoted based on who they know and not based on their skills and whether they deserve it.*

Respondent R-14 referred to double standards in the SANDF. It was mentioned that:

> *One of the reasons for my withdrawal was the double standards in the SANDF. One person can do certain things where the other person is told it is not allowed. An*

example is where I was told I could not do a certain course because I did not have the necessary requirements. But someone else who also did not have the necessary requirements was allowed to do that same course I didn't qualify to do.

Respondent R-27 said:

I left because the unit I worked at had double standards. Some soldiers were allowed to do certain things but when we asked we were told no. It even went as far as to adopt policies in order to accommodate those people.

Theme 3: Organisational commitment

20% of the respondents who had left based their decision on the fact that they were either not suitably supported by the organisation, or not rightfully promoted as anticipated.

Support from the organisation

Respondents indicated that they were not supported by the organisation in terms of family matters. Respondent R-4 said:

I left the SANDF because my social wellbeing and that of my family was not taken care of. I left my home early in the morning and returned very late from work.

Respondent R-23 said:

I left because my working environment did not offer any support with regards to my current circumstances. This included my supervisor and officer commanding.

Respondent R-29 said:

I had to leave because it was clear that my manager did not want to see me develop.

Promotion

Lack of or long overdue promotions were identified as main reasons for withdrawal from the SANDF. Respondent R-26 said:

I left because I carried the same rank for a very long time. 15 years to be precise.

Respondent R-18 said:

My decision to leave was influenced by the fact that my promotion was not on time.

Respondent R-6 said:

We did not get promotion in time because former force members must get promoted first irrespective of the fact that they do the work or not. They get staffed in a post but a lower rank must do all the work.

Respondent R-5 said:

My subordinates were taken better care of than me. My subordinates were considered for promotions and promotional course before me and they were regarded as a priority. So I took my skills and left.

These findings are similar to the reference group theory that explains how individuals compare themselves with other employees in terms of inputs and outcomes. When they sense a discrepancy, they are motivated to leave the organisation.

6.3.7 What do you suggest should be done to reduce employee turnover?

The aim of this question was to find out from respondents what they thought was necessary to be done in order to reduce employee turnover in the SANDF. These are responses from both current employees in the SANDF and those who had already left the organisation. 43% of the respondents identified fair treatment and equity for all employees as necessary requirement to reduce employee turnover. 27% of respondents indicated screening of commanders before given critical posts

as a critical aspect of employee retention. 19% said regular policy implementation consultations, and 11% said organisational support for family and social matters would contribute to employee retention.

Theme 1: Fairness and equity

When employees were asked what they thought should be done to reduce employee turnover, most of them said fairness and equity should be implemented. They opined that all employees should be treated as equal, and no employee should feel that her/his colleague was unjustly favoured. They also mentioned that nepotism should not be tolerated in an organisation like the SANDF because it is likely to compromise professional behaviour and discipline. They indicated that employees should get equal treatment and opportunities. Respondent MA-11 said:

I think all employees should be treated fairly and with respect.

Respondent IS-1 said:

I think when people are not favoured by the ones in power to get promotions and put in higher post, many people will not leave the organisation as much as they are doing now.

Respondent IS-9 said:

Everyone should be treated fairly; everyone should get equal opportunities for promotions and advancement.

These findings confirm the findings of Ramlall (2004: 60) who found fairness and equity to be a major retention strategy. Employees prefer to be treated fairly, to be rewarded fairly and not to be discriminated against on basis of age, gender, ethnicity, disability, sexual orientation, or any other designation.

Theme 2: Screening of leaders before given command posts

Respondents indicated that leaders should undergo a screening process before being given command posts, and not be placed in such posts based solely on seniority or rank.

Skills and knowledge

Respondents indicated that leaders or commanders should have the necessary skills and knowledge of the job. They should be tested on how to make rational decisions and how it will affect their subordinates. Respondent IS-6 said:

> *Commanders in critical posts should have the necessary skills of the job. Having a high rank does not mean you are fit for the post.*

Respondent IS-16 said:

> *Commanders who can't listen to their subordinates or think about them when making a decision, should not be leaders*

Respondent N-4 mentioned:

> *People in power should realise that people with high ranks and experiences but without skills and knowledge of the job, does not make them fit for job.*

Performance appraisals and subordinate feedback

Respondents also felt the need to have a platform to give feedback to their commanders regarding their performance as commanders, a bottom-up critique, rather than the usual top-down. Respondents IS-5, N-24, and MA-7 said:

> *We should be given an opportunity to give feedback to our commander about his performance and let him know whether he is affecting us negatively or positively.*

We should be allowed to communicate to our bosses without being told to keep quiet about their decision making and how it affects us. There should be a platform where we are allowed to raise our concerns about poor decision making by our commanders and poor leadership skills directly to the higher HQ and not through the normal grievance process because it takes too long to be solved.

Theme 3: Policy implementation and consultation

Respondents mentioned that the policies in the SANDF were not always adhered to. They felt that when policies are implemented correctly, employees are not likely to withdraw their services from the organisation. They indicated that people who enforce rules and make decisions should honour and maintain the standards laid out in the relevant policy. Respondent R-11 said:

I suggest things should be done according to the policies and not according to the commander initiation especially if a commander makes poor decisions.

Respondent N-25 said:

I think policies should be followed at all times and no new rules should be applied that is not in line with the relevant policy.

Respondent IS-1 felt:

Policies should be taken more seriously.

Respondents MA-2 thought:

Better policy implementation and implications should be developed.

Theme 4: Organisational support

Work/life support

Respondents mentioned that better support from the SANDF with regards to their work-life balance should be implemented. Respondent N-15 said:

A little support from the SANDF is needed.

Respondent IS-5 said:

They should respect that we have families and that we also need to take care of our families.

Respondent MA-18 said:

I feel that the SANDF must be sensitive to the fact that we have families and not be so demanding.

It was also mentioned that:

The Army should understand that working hours is working hours and if we work extra hours we should be compensated as such (Respondent IS-46).

Respondent IS-24 said:

I suggest that the SANDF provide more support for us as employees because it is not easy to leave our families behind. And it should not be told to us every time that we were aware when we applied.

Recognition of qualifications

Respondents mentioned the fact that their qualifications were not recognised as non-retention factor. Respondents indicated that a retention strategy would be to get paid

according to qualification as it happens in other organisations; that qualifications should be considered when positions become vacant; that employees should be utilised for the post or position relevant to their studies. This is of particular significance in an organisation which has its own higher education institution which offers service and mustering-specific degree programmes, often comprising modules prescribed by the employee's arm of service or career path / manager. Respondent IS-30 said:

> *Our degrees should be considered when they are placing us so that we can use our skills and knowledge and be used in accordance with our qualification. For example if I studied communication I should be placed in a place where I can practice good communication skills.*

Respondent IS-50 said:

> *I suggest we get paid according to our qualifications.*

Grievances

Respondents felt that better grievance procedures should be implemented, and grievances should be dealt with accurately, decisively. Respondent R-10 said:

> *Members should be handled as individuals with regards to grievances and complaints. Once there is a complaint about a system failure or management, it should be looked at it and be fixed and not allow it to affect more members.*

6.4   CONCLUSION

This chapter presented the findings from the qualitative and quantitative data collected. Data was collected from each unit chosen as part of the population for this study. Data was collected from military employees through questionnaires and interview guides. It included current employees, as well as those who had already left the organisation. The next chapter provides an evaluation of the generated data.

CHAPTER 7
DISCUSSION

7.1   INTRODUCTION

The South African National Defence Force (SANDF) plays an integral part in optimising service delivery to the Republic of South Africa. The SANDF is thus committed to ensuring the wellness of its employees to secure optimal delivery of security as its primary objective. An essential part of service delivery to the republic is to maintain a good employee-employer relationship and to ensure job satisfaction amongst military employees. Based on this, a study was undertaken in various units of the SANDF to determine why employees intend to leave or in fact leave the organisation.

The final sample was 160 respondents from three different military units in the Western Cape. These units included the RSA Infantry School, Oudtshoorn; SAS Naval Base in Saldanha Bay, and the South African Military Academy, a combined services unit, also in Saldanha Bay. The discussion in this chapter will be based on the research objective and will be related to existing literature. The demographics of participants will also be discussed.

7.2   DEMOGRAPHIC DISTRIBUTION

7.2.1 Gender

The gender distribution of the sample was 67.5% male, 32.5% female. The participants were systematically selected from a list provided by the Human Resource (HR) departments of different units targeted in this study. Since the names were selected without knowing the gender status of the sample, it is clear that the SANDF is male dominated. This could be because of the physical demands of the SANDF. In comparison with other military organisations abroad it comes as no surprise that the SANDF is a male dominated organisation.

7.2.2 Age

The age distribution ranged from 18 to 60 years. The plurality of the respondents (28.8%) were between ages 25 and30, and 26.9% of the respondents were between ages 18 and25. Respondents between the ages 30 and 35 amounted to 25%, and respondents between the ages 35 and 40 constituted 8.1% of the sample. 5% of respondents were between the ages 40 and45. Respondents in their forties amounted to 3.1%, and 2.5% were in their fifties. 6% of the respondents were between the ages 55 and 60. A sharp decline follows the age group 30 to35. The large percentage of respondents that fall below 40 years old could be because of the SANDF's policy on recruiting and maintaining a younger Defence Force. This policy provides for the recruitment of younger people for a minimum period of two years after which a five-year period may follow, depending on the needs of the SA National Defence Force. In addition, the SANDF also makes funds available for members to obtain a tertiary qualification. School leavers join the the SANDF as an opportunity for development without having to pay for their studies.

7.2.3 Tenure

The number of years in the SANDF ranged from one to more than 21 years. The largest group of respondents, 33.8% are employed in the military for between 6 and10 years. The second largest group of respondents, 28.8% had from 11 to15 years of experience within the military. The third largest group of respondents, 27.5%, had between one and five years of military experience. 8.8% of the respondents are long-serving members with military experience of 16 to 20 years. Only 1.3% of the respondents had more than 21 years of military experience. The large distribution of respondents between 6 to 10 years of military experience could be ascribed to the transformation process which the SANDF had undergone since the dawn of the new South Africa. A primary aim of transformation in the SANDF was to chance the historic demographics of the organisation. The transformation process caused the replacement of employees who were more senior in years, many of whom were in leadership and management positions in the SANDF, with new members who had less experience.

7.2.4 Level of education

The level of education of the sample ranged from below grade 10 to doctorate. 3.8% of the respondents had an education below grade 10. The vast majority of the respondents 52.5% had grade 12. 15.6% of the respondents had a diploma, and 16.9% had first degrees. 5% of the respondents held honours degrees or equivalent, and 3.8% held a Magister or equivalent. 2.5% of the respondents were doctorates. The large distribution of respondents with grade 12 could be as a result of the SANDF policy on recruiting and maintaining a younger defence force. This means that mostly school leavers join the SANDF immediately after the completion of grade 12 especially in a country with an excessively high youth unemployment status. The distribution of respondents with diplomas and degrees may be a reflection of one of the benefits of the organisation, to state-fund tertiary education at all levels, and to support further development and training relevant to the organisation.

The next part of the paper will focus on achievement of the research objectives of the study.

7.3   PRIMARY RESEARCH OBJECTIVE

- To examine the rationale behind employee turnover in the South African National Defence Force.

7.3.1 Examining the reason behind employee turnover in the SANDF

Based on the research results of this study, the following factors were highlighted as the main reasons why employees leave the SANDF:

- Unfair treatment
- Incompetent management
- Organisational support

Each of these factors will be discussed separately.

7.3.1.1 Unfair treatment

Treatment equity or fair treatment is something that every organisation is legally and constitutionally compelled to practise. According to Ramlall (2004: 60), employees prefer to be treated fairly, to be rewarded fairly and not to be discriminated against on the basis of age, gender, ethnicity, disability, sexual orientation, other any other designation that naturally discriminates or distinguishes people.

The majority of respondents did not feel that SANDF labour practises were fair. The staffing process of the SANDF was viewed as unfair by respondents in this study. It could be based on respondents' perception of fairness in how appointments and promotions should be done.

In terms of promotions, military employees indicated that not all of them were provided the same promotional opportunities. Employees perceived the promotional system as unfair because its implementation is not in line with requirements of relevant policies.

A high level of nepotism and unequal opportunities was also perceived by military employees. Respondents felt that some employees were unduly favoured. Some also felt that employees from a previously disadvantaged background were considered first for promotional and advancement opportunities. This could be because of the government policy of affirmative action that every organisation had to adopt to accommodate previously marginalised or disadvantaged people. Employees also believed that some employees are promoted or given the opportunity to do promotional and development courses based on who they know and fraternised relationships. Employees perceived this as unethical and reported to find it very difficult to react positively to the organisation when they perceive that promotions, benefits, incentives, and rewards are based on favouritism and not actual requirements.

The discussion expanded to the point where employees felt that merit bonuses are also based on who they know and not based on who deserve it. The perception is that the wrong people are receiving incentives or merit bonuses and not those who

really worked for it. They felt merit bonuses should be a performance reward awarded to actual high performing, hard working employees if it were to motivated such employees to remain with the organisation.

According to the policy on the DOD Human Resource Management Process (HRMP), all military employees have the right to equally participate in, or benefit from programmes and activities for which they are qualified. The policy also deals with equity in the organisation. It states that every employee must be treated fairly, and that unjust behaviour should be remedied and corrected decisively and swiftly. Based on discussions with participants, this policy is not adhered to. Respondents reported that unfair labour practices and unequal treatment were reasons for withdrawal of their services from the SANDF.

The HRMP policy outlines the manner in which an employee's performance should be evaluated and awarded. This should be done in an unbiased manner and should be based on an employee's merit, an employee's physical and mental well-being, and her/his ability. Respondents explained that employees are awarded based on a 'who they know' basis and not according to requirements and instructions outlined in the policy. Respondents felt that policies were not adhered to, which further contributed to their feeling the need to withdraw their services from the SANDF.

The intention to quit or the actual turnover of military employees could also be the result of disparities that exist between employees with qualifications and those without qualifications relevant to posts and salaries. Dissatisfaction arose when qualified employees compared themselves with employees with the same qualification in other organisations. These qualified military employees were dissatisfied because they were getting paid according to their rank and not their qualifications. They believed that they earned too little by comparison with other employees with the same qualification in other organisations. These employees also felt that that they are not utilised in posts that are appropriate or in line with their qualification.

These findings are in line with the Adam's Equity theory that is based on the fact that, in a work environment, individuals compare themselves to other employees in

the workplace. They would compare what they are receiving against what others are receiving in the same workplace. However, when they learn that they receive less than other employees on the same level as them, it would lead them to feel dissatisfied. The theory also suggests that through perceived reasonable rewards and efforts compared to other employees' rewards and efforts, there is a high level of satisfaction. It can be noted that this theory is solely based on what employees subjectively regard as just and fair (Gruneberg, 1979: 20). It is essential for organisations to make employees feel that they are treated fairly and justly.

7.3.1.2 Incompetent managers and seniors

After the completion of the transformation process following the birth of the new South Africa, a new hierarchy for all military units needed to be implemented in order to ensure demographic representivity. This led to the replacement of managers and leaders from the SADF serving the previous regime either with additional or with new managers. However, when these replacements took place, qualifications and skills were not considered and no skills audit was conducted. As a result, most of these posts and appointments were offered to employees who did not meet the stated criteria for these posts. Despite the fact that these managers were given responsibilities such as managing the daily function of the SANDF, they often lacked the necessary qualifications and management skills to manage employees under their supervision towards achieving the objectives of the organisation.

Chapter 2 par 2 of the South African Defence Review is based on the normative transformation of the defence. The normative transformation of defence refers to a range of activities reflected in diversity of policy and programmes within the SANDF. These activities include the institution of equal opportunity and affirmative action programmes to ensure representivity of the new democratic dispensation, and the transformation of management practices to ensure consistency with the ethos of a new democracy. This required the SANDF to adopt new leadership, command, administrative and management programmes to accommodate and educate previously disadvantaged personnel.

Based on the findings of this study, high levels of dissatisfaction arose when employees encountered challenges with incompetent managers who did not have the necessary skills and qualification to perform their duties well, and the ability to make rational decisions in support of organisational objectives. This had led employees to either intend to leave the organisation, or to leave in fact. Most respondents indicated that their senior managers had no skills and knowledge of the posts they were occupying. It was also made clear that the poor leadership skills and lack of knowledge, experience, and skills of their senior management had led them to withdraw their services from the SANDF.

According to Govender (2006: 104), management styles have a major impact on employee turnover and the intention to leave. Management styles also serve as a predictor of military employee turnover. Research shows that poor management styles are one of the main reasons why employees are dissatisfied with their jobs and feel inclined to leave their places of employment.

7.3.1.3 Organisational support

According to Greenberg and Baron (2003: 208), it is essential for organisations, especially managers to maintain good interpersonal relationships with their subordinates. This will enable them to be aware of the needs of their employees and to provide them the necessary support. In terms of organisational support, respondents highlighted the lack of support from the organisation in terms of work-family balance, lack of focus on personal needs, and lack of respect for their off time.

According to Hom and Kinicki (2001: 980), work-family conflict was found to be the most critical determinant of military employee turnover, and that balancing military and family life is an overall taxing task for military personnel. Based on research results of the current study, it is evident that military practitioners were not satisfied with the support they were receiving from the organisation, which led to their quitting the organisation. Many respondents indicated that the organisation was not focused on their personal needs. This could be due to the fact that when military employees signed up to be part of the SANDF, it is made clear that it is voluntary. Employees are also made aware of the fact that deployment and separation from families are

integral parts of military employment. However, employees felt that support in facilitating this stressor was not provided.

Employees' decision to leave was also based on the fact that they had to work extra hours without getting compensated accordingly. In addition, respondents felt they were not respected with regards to their off time with their families. They claimed to often be called to come back to work to fix something, often something of a non-critical nature. Another contributing factor leading to employee turnover in the SANDF, according to respondents in this study, is the fact that employees feel unappreciated for their hard work. Respondents did not feel that their rewards compared well with their level of output.

As stipulated in the HRMP policy, the Officer Commanding of each military unit is assigned the responsibility to support their subordinates in terms of their careers, welfare, health, morale, and discipline. Respondents explained that they wanted to leave the organisation due to the lack of support they were receiving from their commanders. Respondents who already withdrew their services indicated that they had done so due to the fact that they were not supported socially during their time of employment in the SANDF. This means that the actions of the commander were not in line with the instructions of the HRMP policy.

7.4   SECONDARY RESEARCH OBJECTIVE

•   To determine the contributing factors that affect military employee turnover.

7.4.1 Determining the contributing factors that affect military turnover

Nine contributing factors of military turnover were identified from previous literature. These nine factors were also used in the questionnaire where respondents had to choose the factors they perceived as the largest contributing factor of military employee turnover. Based on previous literature, the following factors were highlighted as the main factors that affect military employee turnover.

- Working conditions

- Benefits
- Work-family balance
- Job satisfaction
- Equity
- Career advancement
- Management-Leadership style
- Person-job fit
- Failure of job expectation

Based on the results of the study, respondents perceive work-family balance, benefits, management or leadership style, and job satisfaction as chief contributing factors of employee turnover.

Each of the above-mentioned factors will be discussed separately.

7.4.1.1 Work-family balance

Most respondents chose work-family balance as the chief contributing factor of military employee turnover. Separation from families is an overall challenging aspect of military life. Although enrolling in the military is voluntary, lengthy deployments, long overnight duties, high work tempo and work overload are essential parts of the job. Military employees participating in the present study perceived work-family imbalance as the main reason for their wanting to withdraw their services from the SANDF. Despite the fact that employees were aware of the fact that separation from family is part of a career in the military, most felt that support from the organisation in this regard was lacking.

Many military employees are also parents. Lengthy separations from their children is one reason why they felt compelled to leave or would consider leaving the organisation. This goes hand in hand with the findings of a study conducted by Kelly *et al*. (2001: 69) which states that military employment is associated with disrupted communication patterns, feelings of out synchrony with the family, and being deprived of opportunity to build and maintain a strong parent-child relationship.

Parent employees are negatively impacted when they await deployment. It makes them suffer from anxiety most likely caused by guilt and shame for leaving their children behind for such a long period of time, and concerns about leaving behind a disrupted family.

7.4.1.2 Management/leadership style

Management/leadership style is viewed as a key predictor of military employee turnover. One of the responsibilities assigned to the SANDF as sanctioned by the Constitution is the establishment of a proper force that consists of properly trained, suitably developed, and disciplined human resources. It is further required that these properly trained human resources be led by competent and credible leaders (Department of Defence: 2005: 7). Respondents felt that they were not surrounded with competent leaders. They indicated that their commanders had poor leadership styles, were incompetent and unable to fulfil their duties according to the guidelines laid out in the different legislation. This is a reflection of the transformation process in which previously disadvantaged employees were placed in management posts to adhere to the national affirmative action imperatives. Respondents thought that in that case, if affirmative action is to be applied as required by legislation, appropriate leadership training and screening of future leaders should be conducted.

Respondents portrayed discontent with how their respective commanders managed the organisation. Respondents also highlighted the fact that poor policy implementation and adverse superior-subordinate relationships were also reasons why they wanted to leave the organisation. This relates to the findings of Holden and Scholtz (2002: 109) who found that factors such as leaders' incompetence to make a decision, poor leadership style, extent and nature of feedback given to employees, inconsistent policy implementation, and poor relationships between leaders and subordinates were all contributing factors to military employee turnover.

7.4.1.3 Job satisfaction

Respondents have described job satisfaction as a reason why they wanted to leave. Respondents reported to be specifically dissatisfied with the fact that their

qualifications were not recognised in the organisation. They also felt they were not paid according to their qualifications. This relates to Glebbeek and Bax (2004: 284) who suggest that employees become dissatisfied with their job when they feel that their job description does not fit well with their qualifications. Employees also get dissatisfied when employees in other organisations with the same qualifications do get paid for their qualification and when their qualifications are in fact recognised. This corresponds with the Adam's Equity Theory that states how employees compare their outcomes with the outcomes of other employees in the organisation or in other organisations. The theory explains that employees get dissatisfied when they learn that they receive less than other employees on the same level as them. Respondents who had already left the organisation explained that they found other job opportunities that were a better fit for their respective qualifications.

7.4.1.4 Benefits

According to Porter and Steers (1973: 176), how employees benefit from the organisation, is an important factor in determining voluntary employee turnover. Participants indicated that they did not receive adequate remuneration for the quality of work they performed. Participants also indicated that some of them were high performance individuals with professional job titles, but were not paid as such. High performance individuals, according to literature, compare the perceived level of pay and benefits to the actual level of pay they are receiving. Propensity to leave the organisation arises when the actual benefits do not correspond with the perceived benefits. Participants in the present study also explained how they compared their level of benefits with the level of benefits of other employees in other organisations who perform the same duties and job. They explained that they wanted to leave the organisation as they did not receive the same treatment (benefits) as those with the same job title in other organisations.

This finding is a reflection of what Porter and Steers (1973: 173) explain about how employees compare their actual level of benefits with the perceived level of benefits, in particular their salary level. They state that employees tend to compare their actual level of pay with the perceived equitable level of pay. When the perceived level of pay does not correspond with the actual level of pay, individuals are most

likely to leave the organisation. Comparisons between perceived equitable level of pay and other employees in the organisation may also trigger employees to leave when their level of pay does not correspond. This is often the case of high performing employees. These employees consider themselves as scarce human capital, that they are very good at what they do, thus deserve to be rewarded accordingly.

7.5   CONCLUSION

From the discussion above it is clear that employees leave the SANDF when they are dissatisfied with different aspects of the organisation. Three factors were highlighted as the main reasons why employees intend to leave the SANDF, and also the reason why some employees had in fact already withdrawn their services from the organisation. It was found that the intention to quit and the reason why some had already left the organisation were based on unfair treatment, incompetent management, and poor organisational support. Work-family balance, job benefits, management and leadership style, and job satisfaction were also identified as major contributing factors to military employee turnover. It is thus essential for top management to make the necessary steps in order to improve the actual experiences as well as perceptions of experiences of military employees. This will enable them to maintain a strong structure according to the requirements of experience, qualifications and skills. The next chapter deals with the recommendations based on the results and discussion, the limitations of the study, and directions for future research.

CHAPTER 8
CONCLUSIONS, RECOMMENDATIONS, LIMITATIONS AND DIRECTION FOR FUTURE RESEARCH

8.1   CONCLUSIONS

Clearly, from the research conducted here, military employees withdraw their services from the military based on negative push factors rather than lucrative pull factors. A lot has to do with the new South Africa which followed a transformation process which included the implementation of an equal opportunity for all policy, and affirmative action policy and practices. The SANDF is not immune to the complexities of this transformation. It had to undergo various changes very abruptly, including replacing senior managers from the previous regime with new middle and senior managers. The SANDF had undergone major restructuring to improve its capability to protect the Republic and also to improve service delivery to its clientele. This placed major demands on serving military personnel to provide effective services amidst levels of job dissatisfaction.

There is a direct correlation between job satisfaction and the intention to quit and actual employee turnover. As a result, it is important to take care of employees and to address issues affecting employee satisfaction decisively, satisfactorily. Therefore, a study was undertaken at three military units in the Western Cape Province with the following primary objective: to determine the reason why employees withdraw their services from the SANDF. Three main components were identified as the main reasons why military employees quit or intend to quit the organisation, namely: unfair treatment, incompetent managers, and inadequate organisational support.

8.1.1   Unfair treatment

Unfair treatment includes nepotism, irregular or unequal affordance of promotion and promotional courses, irregular merit bonuses, and disparities between pay or posts and employees' qualifications.

Firstly, respondents felt unfairly treated when they perceived other employees to be favoured for promotions and promotional (development) courses. These respondents felt that some employees were promoted or placed in posts based on a 'who you know' not "what you can do" basis. In addition, they felt it was unfair to consider previously disadvantaged employees first for career advancement. In addition to nepotism, respondents did not feel that they were treated fairly, as there were not equal opportunities for everyone. If these perceptions are based on fact, such practices might be ascribed to transformation imperatives of the SANDF, through which previously disadvantaged individuals are given opportunity for advancement first as a means of correcting historical imbalances. Clearly, some respondents regard this as correcting a wrong with another wrong.

Secondly, respondents felt that merit bonuses were not rewarded as they should be. They perceived that the wrong individuals always received incentives and those who really did the hard work, did not receive any. They perceived this as unfair, and that bonuses should be given based on set performance criteria and not on individuals who were undeserving.

Thirdly, respondents based their decision to quit on the fact that their qualifications were not effectively used. Respondents indicated that the reason why they quited or intended to quit was because they were not placed in posts relevant to their respective tertiary qualifications. Some employees with tertiary qualifications also indicated that they received less pay than employees with the same or similar qualification in other organisations. It was also reported that military personnel get paid according to rank, and not according to qualifications. Another contributing factor to the intention to leave is the fact that some military personnel with no tertiary qualification were reported to earn better salaries than those with tertiary qualifications. Hence, respondents concluded that military personnel were paid according to years of service and rank groups rather than actual academic qualifications.

8.1.2 Incompetent managers and seniors

It may be concluded that many intentions to leave or actual employee turnover were based on the fact that respondents were dissatisfied with the incompetency of their managers and leaders. Most of them indicated that their reason for leaving the organisation was lack of leadership and management skills, leaders' lack of knowledge of the job, job skill and lack of experience, and poor decision making by managers. They felt that the poor leadership skills and poor decision-making ability of their leaders affected them negatively, and they could not work under such leadership any longer.

The lack of good managerial and leadership skills, including the manager's knowledge of the job can be as a result of the transformation process of the SANDF where senior managers of the previous regime were replaced by new managers from middle management levels to comply with affirmative action policy. These senior managers were replaced by managers who lacked the necessary knowledge and skills associated with the job and therefore lacked suitable leadership and managerial skills.

8.1.3 Organisational support

In terms of organisational support, lack of support from the organisation in terms of work-family balance, lack of focus on personal needs, and lack of respect for their off time and free time were reported as main factors that defeated expected organisational support.

The majority of respondents expressed overwhelming dissatisfaction with all aspects of organisational support. They perceived the organisation as inconsiderate of their personal needs. They felt like the organisation did not provide support to them and their families during long separations, such as during compulsory or developmental courses or deployment away from home. They also felt that the SANDF did not respect their off time with their families as they were often called to come to work, even after-hours, without getting compensated.

Since the transformation and restructuring of the SANDF is complete, its focus should now be on retaining powerful and strong employees in order to have a stabilised force. A high turnover of hardworking employees will lead to instability and insecurity, and will affect the overall stability and protection of the Republic of South Africa. Hence, as discussed previously, it is essential for the relevant stakeholders to reduce intention to leave by addressing the issues highlighted in the discussion. This includes fairness and equity for all; appointing relevant, competent, and job-fit managers / leaders; providing effective support in terms of work-family balance and personal needs; and reducing and even fully rooting out nepotism and favouritism.

8.2   RECOMMENDATIONS

It is important for all military units to conduct similar studies including job satisfaction and propensity to leave. This would assist in identifying issues that lead to employees' resignations and intention to leave as well as the level of job satisfaction of all employees. This would also assist to take prior actions against employee turnover in the SANDF as well as actions to improve employees' intention to remain with the organisation.

As provided by the law, all employees should receive fair treatment. Therefore, fairness and equity in terms of promotion and staffing of critical posts should be prioritised. Promotions should be done in such a manner that they are in line with employees' career development, career requirements, relevant academic qualifications and, most importantly, relevant policies. Regular policy checks should be done to see whether a process was just and fair. Before an individual is promoted, policy stakeholders should do a screening investigation to see whether the individual meets the necessary requirements and criteria and whether the person is fit for the promotional post. This should also be a way to remedy nepotism and favouritism.

Employees who obtain new qualifications should be acknowledged accordingly. These individuals might outgrow their current position in the organisation, which makes other options outside the organisation more attractive. It should be important to re-establish a match between new qualifications, skills and knowledge of the

employee and job requirements. In this case, promotion and salary in relation to new qualification should be considered. This means that the organisation should recognise employees' qualifications and find new responsibilities and create an adjusted post profile to match new capabilities. Furthermore, employees with improved or further academic qualifications should get a salary that matches the salaries of individuals with the same qualifications in other organisations.

Commanders should look at regular job rotation where all employees are given equal opportunity to work in different environments. Many departments in the SANDF do not require optimal working hours. Employees who before had to often work after hours might get an opportunity to work in a different environment elsewhere in the organisation where working after hours will be the exception rather than the norm. Not only is job rotation important for overworked employees but it is also related to outcomes that lead to opportunities for promotions, career development, and learning a variety of new knowledge and skills.

Policy adherence should be kept a priority at all times. It should be important to keep track of the labour rights of employees, especially the cases where employees have to work extra hours without being compensated accordingly. The current study revealed that employees were not satisfied with the fact that they had to work more hours than usual during a legal working day. Although there is a policy guiding working time, it seems military units are hesitant to follow this policy or blatantly disregard it. This often leads to the intention to quit among employees, as they feel constantly burnt-out and have less time to spend with families. It should therefore be important to have flexible work schedules.

Work-family balance is an inevitable factor in the SANDF and not much can be done to have a more balanced relationship. However, it should be prioritised to have regular counselling sessions with military employees to have an idea of their psychological wellbeing. The families of military personnel should also get regular counselling and support prior to, and during separation for occupational purposes. Long duration of deployment can also affect the wellbeing of soldiers and their families, because it causes stress. Therefore, the period of long deployments should also be reconsidered; alternatively, more frequent force rotation should be affected.

It is also important to have regular one-on-one discussions as well as delegated discussions between commanders and employees. In this way employees will have an opportunity to communicate to the commanders about their personal needs. This will also enable commanders to listen to the needs of employees and may facilitate their discomforts and dissatisfactions before they decide to permanently withdraw their services.

In terms of appointing commanders or managers, it is important for higher headquarters to do a post-fit screening prior to the appointment. This will enable them to identify whether candidate-commanders have the necessary hard and soft skills, i.e. the professional knowledge and qualifications required for the post as well as the necessary capabilities to make rational decisions. It is also important to do proper skills audits before appointing commanders in critical posts to ensure the right person is selected for the post. This is also to ensure that the person is not placed in critical posts based only on seniority, rank or years of service but to make sure that the person in fact possesses the necessary managerial qualification and skills for the particular position.

Furthermore, employees should be given an opportunity to give feedback on the performance of their leadership to headquarters where the placements and promotions of such commanders take place. This will also enable them to identify whether commanders are fit for the job and whether their leadership styles and managerial skills are appropriate for the post they were placed in.

8.3   LIMITATIONS OF THE STUDY

- The initial sample size of the study was 200, yet only 160 employees participated due to practical limitations.

- RSA Air Force Base Langebaanweg was supposed to be part of the military units selected for this study, but the researcher did not receive any form of approval to conduct research in that institution. To compensate without compromising validity, RSA Air Force employees studying or working at the

the combined services RSA Military Academy were targeted as part of the sample.

- The participants of this study were employees from all arms of service.

- The study covered military units in the Western Cape Province. Therefore, findings cannot be assumed to apply or to be generalised to all military employees from all military units of the SANDF or beyond.

- Respondents may have just answered the questionnaire and interview for the sake of answering, without full application of mind, because feedback from previous surveys were most likely not disseminated to them. As a result, some answers are not factually true, and therefore may have negatively affected the findings.

- Due to a potential language barrier, some respondents found it difficult to translate. However, the researcher managed to translate the questions in Afrikaans at least.

- Consideration was given to military personnel since employee turnover is a sensitive topic. As a result, certain subjects could not be discussed during the interview.

8.4   DIRECTIONS FOR FUTURE RESEARCH

The study took place in the Western Cape Province and targeted only military units located in it. It is therefore advised that a study be conducted with units from all provinces. In addition, a sample was drawn from all employees. It is advised that a study be conducted on a larger scale in which employees from all military units in the country are sampled. This study was based on military personnel and the SANDF also employs civilians. It is therefore advised that a study be conducted in which civilian employees are also included.

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APPENDIX A: ETHICAL CONSENT LETTER

UNIVERSITEIT
STELLENBOSCH
UNIVERSITY

NOTICE OF APPROVAL

REC: SBER - Initial Application Form

2 July 2019

Project number: 9181

Project Title: An Examination of the Rationale Behind Employee Turnover in the South African National Defence Force (SANDF)

Dear Miss Rhondine Scout

Your REC: SBER - Initial Application Form submitted on 14 May 2019 was reviewed and approved by the REC: Humanities.

Please note the following for your approved submission:

Ethics approval period:

Protocol approval date (Humanities)	Protocol expiration date (Humanities)
2 July 2019	1 July 2022

GENERAL COMMENTS:

Please take note of the General Investigator Responsibilities attached to this letter. You may commence with your research after complying fully with these guidelines.

If the researcher deviates in any way from the proposal approved by the REC: Humanities, the researcher must notify the REC of these changes.

Please use your SU project number (9181) on any documents or correspondence with the REC concerning your project.

Please note that the REC has the prerogative and authority to ask further questions, seek additional information, require further modifications, or monitor the conduct of your research and the consent process.

FOR CONTINUATION OF PROJECTS AFTER REC APPROVAL PERIOD

Please note that a progress report should be submitted to the Research Ethics Committee: Humanities before the approval period has expired if a continuation of ethics approval is required. The Committee will then consider the continuation of the project for a further year (if necessary)

Included Documents:

Document Type	File Name	Date	Version
Proof of permission	Authority to conduct research in the DOD Lt RC Scout	07/02/2019	1
Default	1549430543825_SKM_454e19012415340	07/02/2019	1
Proof of permission	Infantry School permission letter	11/03/2019	2
Data collection tool	Updated questionnaire only	11/03/2019	3
Data collection tool	FOCUS GROUP INTERVIEW (EMPLOYEES IN THE SANDF)	13/05/2019	4
Data collection tool	FOCUS GROUP INTERVIEW EMPLOYEES WHO RESIGNED	13/05/2019	4
Proof of permission	Infantry School permission letter	13/05/2019	4
Proof of permission	navy approval letter	13/05/2019	4
Proof of permission	military academy	13/05/2019	4
Proof of permission	military academy 1	13/05/2019	4
Proof of permission	Authority to conduct research in the DOD Lt RC Scout	13/05/2019	4
Informed Consent Form	consent form	13/05/2019	4
Research Protocol/Proposal	Scout masters proposal 3rd draft	13/05/2019	4
Data collection tool	In-depth Interview guide	13/05/2019	4

| Proof of permission | military academy 1 | 13/05/2019 | 4 |
| Default | List of Changes 2 | 13/05/2019 | 4 |

If you have any questions or need further help, please contact the REC office at cgraham@sun.ac.za.

Sincerely,

Clarissa Graham

REC Coordinator: Research Ethics Committee: Human Research (Humanities)

National Health Research Ethics Committee (NHREC) registration number: REC-050411-032.
The Research Ethics Committee: Humanities complies with the SA National Health Act No.61 2003 as it pertains to health research. In addition, this committee abides by the ethical norms and principles for research established by the Declaration of Helsinki (2013) and the Department of Health Guidelines for Ethical Research: Principles Structures and Processes (2nd Ed.) 2015. Annually a number of projects may be selected randomly for an external audit.

Investigator Responsibilities

Protection of Human Research Participants

Some of the general responsibilities investigators have when conducting research involving human participants are listed below:

1. **Conducting the Research.** You are responsible for making sure that the research is conducted according to the REC approved research protocol. You are also responsible for the actions of all your co-investigators and research staff involved with this research. You must also ensure that the research is conducted within the standards of your field of research.

2. **Participant Enrollment.** You may not recruit or enroll participants prior to the REC approval date or after the expiration date of REC approval. All recruitment materials for any form of media must be approved by the REC prior to their use.

3. **Informed Consent.** You are responsible for obtaining and documenting effective informed consent using only the REC-approved consent documents/process, and for ensuring that no human participants are involved in research prior to obtaining their informed consent. Please give all participants copies of the signed informed consent documents. Keep the originals in your secured research files for at least five (5) years.

4. **Continuing Review.** The REC must review and approve all REC-approved research proposals at intervals appropriate to the degree of risk but not less than once per year. There is no grace period. Prior to the date on which the REC approval of the research expires, it is your responsibility to submit the progress report in a timely fashion to ensure a lapse in REC approval does not occur. If REC approval of your research lapses, you must stop new participant enrollment, and contact the REC office immediately.

5. **Amendments and Changes.** If you wish to amend or change any aspect of your research (such as research design, interventions or procedures, participant population, informed consent document, instruments, surveys or recruiting material), you must submit the amendment to the REC for review using the current Amendment Form. You may not initiate any amendments or changes to your research without first obtaining written REC review and approval. The only exception is when it is necessary to eliminate apparent immediate hazards to participants and the REC should be immediately informed of this necessity.

6. **Adverse or Unanticipated Events.** Any serious adverse events, participant complaints, and all unanticipated problems that involve risks to participants or others, as well as any research related injuries, occurring at this institution or at other performance sites must be reported to Malene Fouche within five (5) days of discovery of the incident. You must also report any instances of serious or continuing problems, or non-compliance with the RECs requirements for protecting human research participants. The only exception to this policy is that the death of a research participant must be reported in accordance with the Stellenbosch University Research Ethics Committee Standard Operating Procedures. All reportable events should be submitted to the REC using the Serious Adverse Event Report Form.

7. **Research Record Keeping.** You must keep the following research related records, at a minimum, in a secure location for a minimum of five years: the REC approved research proposal and all amendments; all informed consent documents; recruiting materials; continuing review reports; adverse or unanticipated events; and all correspondence from the REC

8. **Provision of Counselling or emergency support.** When a dedicated counsellor or psychologist provides support to a participant without prior REC review and approval, to the extent permitted by law, such activities will not be recognised as research nor the data used in support of research. Such cases should be indicated in the progress report or final report.

9. **Final reports.** When you have completed (no further participant enrollment, interactions or interventions) or stopped work on your research, you must submit a Final Report to the REC.

10. **On-Site Evaluations, Inspections, or Audits.** If you are notified that your research will be reviewed or audited by the sponsor or any other external agency or any internal group, you must inform the REC immediately of the impending audit/evaluation.

APPENDIX B: PERMISSION LETTER FROM DOD

RESTRICTED

Defence intelligence
Department:
Defence
REPUBLIC OF SOUTH AFRICA

Telephone: (012) 315-0216
Fax: (012) 326-3246
Enquiries: Brig Gen T.G. Baloyi

Defence Intelligence
Private Bag X367
Pretoria
0001
24 January 2019

AUTHORISATION TO CONDUCT RESEARCH IN THE DEPARTMENT OF DEFENCE (DOD): LT R.C. SCOUT

1.   Telephonic communication between Lt R.C. Scout of the Infantry School and WO1 K. Skweyiya of the Defence Intelligence (DI) on the 22 January 2019, as well as the receipt of a request letter INF SCH/R/103/23 dd 10 January 2019 with the research proposal attached as required is acknowledged.

2.   Lt R.C. Scout is hereby granted permission from a security perspective to conduct research in the DOD on the topic entitled **"An examination of the Rationale Behind Employee Turnover in the South African National Defence Force (SANDF)"**, as a precondition for an attainment of a Masters Degree in Military Organisation and Resource Management under the auspices of the University of Stellenbosch as per request.

3.   After the completion of the research, the final research product must be forwarded to Defence Intelligence (DI), Sub-Division Counter Intelligence (SDCI) for security scrutiny before it may be published or distributed to any entity outside the DOD.

4.   Approval is however granted on condition that there is compliance with inter alia Section 104 of the Defence Act (Act 42 of 2002) pertaining to Protection of DOD Classified Information and the consequences of none-adherence.

5.   For your attention.

(G.S. SIZANI)
CHIEF DIRECTOR COUNTER INTELLIGENCE: MAJ GEN
KS/KS (Lt R.C. Scout)

DISTR

For Action

OC Infantry School   (Attention: Capt R.C. Scout)

Internal

RESTRICTED

APPENDIX C: CONSENT FORM

STELLENBOSCH UNIVERSITY
CONSENT TO PARTICIPATE IN RESEARCH

You are invited to take part in a study conducted by Rhondine Candice Scout, from the School for Defence Organisation and Resource Management, Faculty of Military Science at Stellenbosch University.You were approached as a possible participant because you possess expert subject knowledge about the relationships between the military and its employees.

1. PURPOSE OF THE STUDY

The purpose of this study is to examine the rationale behind employee turnover in the South African National Defence Force. According to Dubihlela (2013: 525), frequent withdrawals from the military are associated with negative work factors. Although there is a burgeoning research on this topic, there is little evidence of research focusing on the SANDF as a whole. In the modern world, most research conducted on turnover concentrated on the private sector, whilst there is still little evidence of research on military turnover in South Africa. Hence, the need to conduct this research to close the knowledge gap within the SANDF. In addition, a similar study conducted by Govender (2006) suggested further research on this topic as she could only cover the SAMHS and suggested a study focusing on the SANDF as a whole. This study is also initiated by Dubihlela (2013) who conducted the same study on Air force technicians only and would like to extend it.

Taking into account the existing gaps in this field, a more comprehensive (involving all arms of service) study is thus needed to shed some light on the reasons why military personnel withdraw from the SANDF. This study might have an ability to assist military stakeholders or managers who are involved in the functioning and

controlling of the military to create new and better retention policies. When the policy-makers and stakeholders are armed with information, better programs can be designed to reduce military turnover.

2. WHAT WILL BE ASKED OF ME?

If you agree to take part in this study, you will be asked to respond to two research instruments which will be used to collect primary data, namely, semi-structured focus group interview outline, an in-depth interview and a structured questionnaire. If you agree to take part, the structured questionnaire will be handed out to you and will be picked up in the second visit, preferably once you had enough time to complete it. The participants will be asked to complete the questionnaire based on their perceptions, views, feelings and experiences. Instructions on how to complete a questionnaire are appearing on each and every copy of the structured questionnaire. After the questionnaires have been completed, I will collect all of them myself at a later stage or immediately if you are able to complete early. You are asked to point out if you have questions regarding the structured questionnaire. Completing a questionnaire will take approximately 30-45 minutes. Secondly, you are asked to respond to the interview outline. You are asked to respond verbally to the interview schedule/outline. You are not going to write down the answers in this case, but will only respond to questions verbally. Finally, an interview schedule/outline strictly tailor-made for focus group interviews will also be used to collect data. Both in-depth and focus group interviews are going to take 30-45 minutes long. In this case, you are asked to respond to the questions set out in the interview outline. After the completion of this study, feedback will be given to the respondents.

3. POSSIBLE RISKS AND DISCOMFORTS

Given the fact that data will be collected by different military units, conducting interviews and administering questionnaires will be done to your closest places so that you do not incur any cost or suffer any inconvenience. The interviews will be conducted in places where you work, although I will make sure that there are no disruptions or disturbances. Interviews will be conducted in a safe place. Preferably, a place that is convenient for you and in a time that is convenient for you. Indeed, there might be minimal risk because some of you may not feel comfortable as I will

be using audio-recorder to ensure that data collection is valid and complete. However, the value of using audio-recorder, and how the data will be stored will be explained entirely to you, and you will be given an opportunity to ask questions. For example, once the interview has been completed, the audio-clips will be uploaded to the computer whose password is only known by the researcher. The computer will be kept in a safe place. The transcription of audio-clips will be done by me. The recordings will be erased after a period of five years has lapsed and will not be shared with anyone. The recordings will also be stored securely in a USB or memory stick devices used by me as a backup system to ensure that the data is not accidently lost. Again, these devices will be kept in a safe place where only the researcher has the key.

The dissemination of results will be in the form of a completed masters thesis. The results will also be presented in different military departments since the SANDF is large. You will be allowed to view the completed report. Despite this, I still feel that there might be minimal risk because you will have to cancel your daily activities to accommodate me. To remedy this minimal risk, I will interview in times that suits you even on weekends especially those that are working. The researcher will make use of group interviews. With group interviews there is a risk of discomfort for junior ranks to speak their minds in the presence of senior ranks. Therefore, arrangements will be made to organise groups of similar status. Some of you who will not want to be interviewed openly in front of everyone will be well taken care of. Instead of using focus group interviews, I will interview you separately in a secluded space of your choice or at your homes. If this is not satisfactory on your side, especially when you don't want to be seen with me, I will ask other military members whom you feel comfortable with to hand out the questionnaire or interview outline on my behalf. I will then personally collect the completed data myself to avoid sharing information with those who handed out the interview guides and questionnaires. This topic is sensitive and participation in the study might develop uneasy feelings amongst yourself due the fact that you might have to talk about aspects of your work that you find problematic. This might compromise people in higher positions. It is therefore, ensured that your responses will not be revealed to the management of your Department nor to the university.

4. POSSIBLE BENEFITS TO PARTICIPANTS AND/OR TO THE MILITARY

You are not going to benefit directly from the study. However, you may only benefit indirectly from the study. This can be possible especially when the research results influence policy decisions and interventions in the SANDF. In this way, you can benefit indirectly because they form part of the SANDF.

5. PAYMENT FOR PARTICIPATION

You are not going to receive any form of payment as part of persuading you to participate in the study. You will not incur any costs because the interviews will be conducted in a place that is close to where you work, and that is convenient for you. In case the interview session takes longer, I can provide light refreshments. The refreshments will not, in any way, persuade you or influence you in a certain direction in terms of how you answer the questions. You are allowed to withdraw anytime when you do not feel comfortable with continuing with the interview or if you are tired or hungry.

6. PROTECTION OF YOUR INFORMATION, CONFIDENTIALITY AND IDENTITY

Any information that you share with me during this study and that could possibly identify you as a participant will be protected. This will be done by ensuring that the identity of you will not be revealed at all in the study. Disguised or pseudonyms will be used to protect the identity. The data collected will only be shared with my supervisor (Lt Col (Dr) Willem Erasmus). The data collected through administering questionnaires will be securely stored in a safe place where only the researcher has access. Audio-recorded data will be securely stored in a computer and nobody else except the researcher will know the password. Audio-clips will be stored in USB or memory stick devices to ensure that the data is not accidently lost. The data will be shredded or erased from the computer or USB (or memory stick) devices once the period of five years has lapsed. The information gathered will be used to write a masters thesis. No names of organisations or participants will be included and revealed in the final report. No data will be shared with anyone.

7. PARTICIPATION AND WITHDRAWAL

You can choose whether to be in this study or not. If you agree to take part in this study, you may withdraw at any time without any consequence. You may also refuse to answer any questions you don't want to answer and still remain in the study. The researcher may withdraw you from this study ifthe participants will not be obliged to participate. This means that you are not even obliged to answer all the questions. You will be free to discontinue with the interviews if there would be tensions after the interview has been completed. The interview will be stopped if there are undue influences which are interfering with the interview process. If the participant withdraws during the interview, I will ask for permission to use his/her data collected.If a participant withdraws without having given permission for the data to be used, I will not use the data.

8. RESEARCHERS' CONTACT INFORMATION

If you have any questions or concerns about this study, please feel free to contact Rhondine Scout at mobile number 0786795460, and/or the supervisor Lt Col (Dr) Willem Erasmus at 022 702 3116.

9. RIGHTS OF RESEARCH PARTICIPANTS

You may withdraw your consent at any time and discontinue participation without penalty. You are not waiving any legal claims, rights or remedies because of your participation in this research study. If you have questions regarding your rights as a research participant, contact Ms Maléne Fouché [mfouche@sun.ac.za; 021 808 4622] at the Division for Research Development.

DECLARATION OF CONSENT BY THE PARTICIPANT

As the participant I confirm that:

- I have read the above information and it is written in a language that I am comfortable with.

- I have had a chance to ask questions and all my questions have been answered.

- All issues related to privacy, and the confidentiality and use of the information I provide, have been explained.

By signing below, I _____ (name of participant) agree to take part in this research study, as conducted by Rhondine Scout

_____

Signature of Participant   **Date**

DECLARATION BY THE PRINCIPAL INVESTIGATOR

As the **principal investigator,** I hereby declare that the information contained in this document has been thoroughly explained to the participant. I also declare that the participant has been encouraged (and has been given ample time) to ask any questions. In addition I would like to select the following option:

	The conversation with the participant was conducted in a language in which the participant is fluent.
	The conversation with the participant was conducted with the assistance of a translator (who has signed a non-disclosure agreement), and this "Consent Form" is available to the participant in a language in which the participant is fluent.

_____ _____

Signature **Date**

APPENDIX D: INTERVIEW GUIDE

IN-DEPTH INTERVIEW GUIDE

PART 1: PROFILE OF RESPONDENTS

Mark with a ⊠

1.   Gender

Male ☐

Female ☐

2.   Age

a) 18-25 ☐   b) 25-30 ☐   c) 30-35 ☐   d) 35-40 ☐   e) 40-45 ☐   f) 45-50 ☐

g) 50-55 ☐   h) 55-60 ☐

3.   Educational level

a) Below grade 10 ☐

b) Grade 10 ☐

c) Diploma ☐

d) Degree ☐

e) Honours ☐

f) Masters ☐

g) PHD ☐

4.   Monthly income of respondents

a) R8 000-R10 000 ☐   b) R11 000-R13 000 ☐   c) R14 000-R16 000 ☐

d) R17 000-19 000 ☐   e) R20 000-R22 000 ☐   f) R23 000-R25 000 ☐

g) R26 000-R28 000 ☐   h) R29 000-R31 000☐   i) R31 000-R33 000☐

j) More than R35 000 ☐

5.   Years of service

a) 1-5 years ☐

b) 6-10 years ☐

c) 11-15 years ☐

d) 16-20 years ☐

e) More than 21 years ☐

6. Arms of service

a) SA Army ☐   b) SA Navy ☐   c) SA Air Force ☐   d) SA Medical Health Services ☐

PART 2: INTERVIEW GUIDE

1. What is your current position in the SANDF?

2. How do you see the employee turnover of the SANDF?

3. What other effects do you think employee turnover has on the SANDF?

4. What strategies are currently used to retain employees?

5. Are those strategies effective? If no, specify why.

6. If you had to leave the SANDF, what would your reason be?

7. Which group of professionals or areas of specialized fields are leaving the SANDF frequently?

8. What do like most about working for the SANDF?

9. What do you like least about working for the SANDF?

10. What do you suggest should be done to reduce employee turnover in the SANDF?

11. Do you intend to withdraw your service from the SANDF? Why?

Thank you for your time and kind cooperation.

APPENDIX E: QUESTIONNAIRE

EMPLOYEE TURNOVER AND RETENTION SURVEY

PART 1: PROFILE OF RESPONDENTS

Mark with a ☒

1.   Gender

Male ☐

Female ☐

2.   Age

a) 18-25 ☐   b) 25-30 ☐   c) 30-35 ☐   d) 35-40 ☐   e) 40-45 ☐   f) 45-50 ☐

g) 50-55 ☐   h) 55-60 ☐

3.   Educational level

a) Below grade 10 ☐

b) Grade 10 ☐

c) Diploma ☐

d) Degree ☐

e) Honours ☐

f) Masters ☐

g) PHD ☐

4.   Monthly income of respondents

a) R8 000-R10 000 ☐   b) R11 000-R13 000 ☐   c) R14 000-R16 000 ☐

d) R17 000-19 000 ☐   e) R20 000-R22 000 ☐   f) R23 000-R25 000 ☐

g) R26 000-R28 000 ☐   h) R29 000-R31 000☐   i) R31 000-R33 000☐

j) More than R35 000 ☐

5.   Years of service

a) 1-5 years ☐

b) 6-10 years ☐

c) 11-15 years ☐

d) 16-20 years ☐

e) More than 21 years ☐

6.   Arms of service

a) SA Army ☐   b) SA Navy ☐   c) SA Air Force ☐   d) SA Medical Health Services ☐

PART 2: QUESTIONNAIRE ON EMPLOYEE TURNOVER

1.   How do you rate the turnover rate of the SANDF?

a) High ☐

b) Medium ☐

c) Low ☐

2.   What factors would you consider mostly affecting the current turnover of employees in the SANDF? (choose only 5 options)

a) Working conditions ☐

b) Benefits ☐

c) Work/-family Balance ☐

d) Job satisfaction ☐

e) Equity ☐

f) Career advancement ☐

g) Management/leadership style ☐

h) Person-job fit ☐

i) Mental health ☐

j) Organisational commitment ☐

k) Failure of job expectation ☐

3.   How do you see the current benefit and salary packages in relation to the type of work you are doing?

a) High ☐

b) Medium ☐

c) Low ☐

4. How do you see the current benefit and salary package in relation to the type of qualification that you have?

a) High ☐

b) Medium ☐

c) Low ☐

d) N/A ☐

5.   What are the effects of turnover on the SANDF? (Choose only 3 options)

a) High costs of recruiting and training ☐

b) Inefficiency

c) Lost of opportunity ☐

d) Lack of motivation ☐

e) Organisation is run by inexperienced employees ☐

6.   Do you think employee's turnover is the major factor affecting the overall achievements and growth of the SANDF?

a) Yes ☐

b) No ☐

7.   What are the retentions strategies that would make you stay with the SANDF? (Choose only 3 options)

a) Treated with respect ☐

b) Focus on needs of employees ☐

c) Conducive working environment ☐

d) More responsibilities ☐

e) Fairness and equity ☐

f) Employees' development ☐

g) Regular feedback from senior management ☐

h) Better salary and benefit packages ☐

i) Better working conditions ☐

PART 3: THE FOLLOWING PART DEALS WITH INDIVIDUAL ASPECTS

1.   The Job

	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
Job is challenging					
Workload is manageable					
Your skills are effectively used					
Sufficient resources are available					
There is an opportunity for advancement					
Training and development programmes are available					

2.   Remuneration and Benefits

	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
Salaries are paid in time					
Work-life balance is practiced in the SANDF					
Range of benefits are available					
The pay is adequate in relation to your qualification					
The pay is adequate in relation to your responsibilities					

3.   The SANDF as an organisation

	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
The working environment is positive					
There is sufficient resources to do the job					
There is a good relationship between employee and employer					
There is efficient staff to do the work					

4.   Supervisor/Management

	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
Has the sufficient knowledge of the job					
Employees' contribution is acknowledged					
Constructive feedback is provided					
Employees are treated with respect					
Employees are treated equally					
Ways to develop are prompted and offered					