

An analysis of high staff turnover at Namibia Roads Authority

by

Arnhilda Ndamono Wombulu

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Supervisor: Mr. Karel Van Der Molen

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DECLARATIONS

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ABSTRACT

The objectives of the research were to investigate how labour turnover is affecting service delivery at the Roads Authority and to make recommendations on strategies to mitigate high staff turnover at the Roads Authority Namibia.

The study employed a descriptive research design and quantitative as well as qualitative research methods. Questionnaires were administered to the management, supervisors, and general staff of the Roads Authority Namibia. The questionnaires received a response rate of 100%, which helped to extract information pertaining to the research study.

The research results indicated that there is high labour turnover due to inconsistent remuneration policies, challenging working conditions, and perceptions of unfair dismissal policies, amongst others. The effects of high labour turnover were identified as low productivity, loss of employee morale, inability of the organisation to meet its goals and objectives. A substantial number of employees agreed that the organisation has implemented limited strategies to retain skilled labour and this characterised as decreasing organisational effectiveness. However, the respondents suggested that the Roads Authority should implement the following strategies to mitigate the high turnover: create a conducive environment for job satisfaction, improve on employee relationship, recognise and give feedback to employees and provide competitive remuneration. Nonetheless, there is need for further research on ways to retain employees at Roads Authority Namibia.

OPSOMMING

Die doelstellings van die navorsing was om die oorsake van die hoë personeelomset te ondersoek, die uitwerking daarvan op dienslewering en aanbevelings te maak oor strategieë om die hoë personeelomset by die Namibiese padowerheid te versag.

Die navorsing het 'n beskrywende navorsingontwerp gebruik met sowel 'n kwantitatiewe en kwalitatiewe navorsingmetodes. Vraelyste is aan die bestuur, toesighouers en algemene personeel van die Namibiese Padowerheid gestuur en het 'n reaksiekoers van 100% ontvang wat gehelp het om inligting wat met die navorsingstudie verband hou, ten volle te onttrek.

Die navorsingsresultate het aangedui dat daar onder meer 'n hoë personeelomset is weens onbillike vergoeding, swak werksomstandighede en onbillike ontslag. Die gevolge van die hoë personeelomset is geïdentifiseer as lae produktiwiteit, verlies van die moraal van werknemers, onvermoë van die organisasie om aan sy doel en doelwitte te voldoen. 'n Aansienlike aantal werknemers het saamgestem dat die organisasie nie maniere ondersoek het om geskoolde arbeid te behou nie, en dit is bewys dat dit skadelik vir die organisasie is. Die respondente het voorgestel dat die Namibiese padowerheid die volgende strategieë moet implementeer om die hoë omset te verlaag: 'n bevorderlike omgewing vir werksbevrediging te skep, werknemersverhoudinge te verbeter, prestasies te erken en terugvoer aan personeel te gee, en om mededingende vergoeding te bied. Nietemin, daar is behoefte aan verdere navorsing oor maniere om werknemers by Namibiese padowerheid te behou.

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Table of Contents

Declarations	i
Abstract	ii
Opsomming	iii
Acknowledgements	iv
Table of Contents	v
List of tables	x
List of figures	xi
List of acronyms	xii
Definition of key terms	xiii
CHAPTER 1: INTRODUCTION AND BACKGROUND	1
1.1 Introduction	1
1.2 Background to the study	1
1.3.1 Network planning and consultation.....	4
1.3.2 Construction and rehabilitation	4
1.3.3 Maintenance	4
1.3.4 Road management system	4
1.3.5 Transport Information and Regulatory Service (NATIS).....	5
1.3.6 Road Traffic and Transport Inspectorate (RTTI)	5
1.1.7 The policies of the Roads Authority concerning staff turnover	7
1.1.8 The Roads Authority Job Evaluation Policy	8
1.1.9 The Roads Authority Recruitment, Selection and Placement Policy	8
1.1.10 The Roads Authority Remuneration Policy.....	9
1.1.11 The Roads Authority’s Recognition and Reward Policy and Procedures.	9
1.1.12 The Roads Authority Performance Management Policy	10
1.1.13 Legislative and policy framework	10
1.1.13.1 The Affirmative Action (Employment Equity) Act No. 29 of 1998	11
1.1.13.2 The Employees Compensation Amendment Act No. 5 of 1995	12
1.1.13.3 The Employment Service Act No. 8 of 2011	12
1.1.13.4 The Labour Act No. 6 of 2007	13
1.1.13.5 The Pension Funds Amendment Act No. 5 of 2011	14
1.1.13.6 The Pension Matters of Government Institutions Amendment Act No. 5 of 1990	15

1.1.13.7	The Public Service Act No. 13 of 1995	15
1.1.13.8	The Social Security Act No. 34 of 1994.....	15
1.2	Problem statement	15
1.3	Research Aims	16
1.4	Objectives for research	16
1.5	Research questions	16
1.6	Delimitation of the study	17
1.7	Limitations of the study.....	17
1.8	Significance of the study	17
1.9	Chapter summary.....	17
CHAPTER 2: LITERATURE REVIEW.....		18
2.1	Chapter introduction	18
2.2	Types of turnover	18
2.2.1	Avoidable and unavoidable turnover.....	18
2.2.2	Functional and dysfunctional turnover	19
2.2.3	Internal and external turnover.....	19
2.2.4	Skilled and unskilled turnover	20
2.2.5	Voluntary turnover	20
2.2.6	Involuntary turnover	21
2.3	Theories of work motivation/why people work	22
2.2.1	Abraham Maslow’s hierarchy of needs	23
2.2.1.1	Physical needs	23
2.2.1.2	Safety and security needs	24
2.2.1.3	Social needs	24
2.2.1.4	Esteem needs	24
2.2.1.5	Self-actualisation needs	24
2.3	Driving forces of high staff turnover/why employees leave organisations	25
2.3.1	Leadership (supervision) styles	25
2.3.2	Peer-group relationship	26
2.3.3	Working environment.....	26
2.3.4	Lack of advancement or promotion.....	26
2.3.5	Job scope (work assignment).....	27
2.3.6	Demographic factors	27
2.3.7	Lack of job satisfaction	28

2.3.8	Compensation and reward	29
2.4	Effects of staff turnover	30
2.4.1	Effects of labour turnover to the organisation	31
2.4.2	The impact of staff turnover on organisational service delivery and performance.	31
2.4.3	Costs of replacing staff	32
2.4.4	Vacancies.....	32
2.4.5	Training	32
2.4.6	Effects on the employees who are leaving	33
2.5	Organisational theories	34
2.5.1	Organisational equilibrium theory (OET)	34
2.5.2	Met expectation theory	34
2.5.3	Linkage model	34
2.5.4	Unfolding model of turnover.....	35
2.5.5	Job embeddedness theory	35
2.6	Strategies to mitigate staff turnover.....	35
2.6.1	Age	35
2.6.2	Comparison and opinion of another’s job	36
2.6.3	Efforts vs rewards ration	37
2.6.4	Job stress.....	37
2.6.5	Internal factors.....	38
2.6.6	Recognition and feedback	38
2.6.7	Orientation process	39
2.6.8	Promotional opportunities	40
2.6.9	Pay structures.....	41
2.6.10	Supervision and management.....	42
2.6.11	The job.....	44
2.6.11.1	Job description.....	44
2.6.11.2	Job specification	45
2.6.12	Coaching.....	45
2.6.13	Training	46
2.6.14	External factors.....	46
2.6.15	Social interactions	47
2.6.15.1	Organisational culture	47
2.6.15.2	Seniority	48

2.6.15.3	Market and labour determinants	49
2.6.15.4	The economic hardship.....	49
2.6.16	The building of meaningful relationships.....	50
2.6.17	Competitive compensation and benefits.....	50
2.6.18	Employee empowerment and motivation.....	50
2.7	Summary.....	51
CHAPTER 3: RESEARCH DESIGN AND METHODOLOGY		52
3.1	Introduction	52
3.2	Research design.....	52
3.3	Population.....	53
3.4	Sample	53
3.5	Sampling techniques.....	53
3.6	Research instruments.....	54
3.7	Data analysis.....	54
3.8	Validity and reliability.....	55
3.9	Research ethics	55
3.10	Summary.....	56
CHAPTER 4: DATA PRESENTATION, ANALYSIS AND DISCUSSION.....		57
4.1	Introduction	57
4.2	Response rate.....	57
4.3	Ages of respondents	58
4.4	Gender	58
4.5	Qualification of respondents.....	59
4.6	Labour turnover at Namibia Roads Authority	60
4.6.2	Poor Salaries.....	61
4.6.3	Leadership style.....	63
4.6.4	Lack of motivation	63
4.6.5	Lack of in-service training.....	64
4.6.6	No job satisfaction	66
4.7	The effects of high staff turnover	67
4.7.1	Costs of replacing old employees.....	67
4.7.2	Termination costs	68
4.7.3	Leaving social network of family	68
4.7.4	Loss of fringe benefits	68

4.7.5	Disruption of production	68
4.7.6	Training/coaching	69
4.8	Summary.....	69
CHAPTER 5: CONCLUSION AND RECOMMENDATIONS		70
5.1	Introduction	70
5.2	Driving forces of high staff turnover	70
5.3	Effects of high staff turnover.....	70
5.4	Conclusions	70
5.5	Recommendations	71
5.6	Suggestions for further studies	71
References.....		73

LIST OF TABLES

Table 1.1: Staff Turnover matrix 2013-2016.....	6
Table 4.1: Response rate: Questionnaires	57
Table 4.2: Response rate: Interviews	58

LIST OF FIGURES

Figure 1.1: Namibia Road Authority Organisation chart.....	3
Figure 4.1: Age group	58
Figure 4.2: Gender of respondents	59
Figure 4.3: Qualifications of Respondents.....	60
Figure 4.4: Labour turnover	61
Figure 4.5: Driving forces for high labour turnover	62
Figure 4.6: Effects of staff turnover.....	65

LIST OF ACRONYMS

NRA	Namibian Roads Authority
MWTC	Ministry of Works, Transport and Communication
NATIS	Namibian Traffic Information System
RMS	Road management system
TIRS	Transport Information and Regulatory Services
RTTI	Road Traffic and Transport Inspectorate

DEFINITION OF KEY TERMS

The following are the main definitions within the research:

Research ethics – Research ethics is referred to as a system of moral values that is concerned with the degree to which research procedures adhere to professional, legal and sociological obligations (Polit and Beck 2004:717). In this present research study, the researcher complied with the ethical guidelines as described by Polit and Hungler (1999:131). The researcher further complied with the research ethics code of the organisation involved.

Labour turnover - Garino and Martin (2005:10) defined labour turnover as the rate at which employees join and exit an organisation.

Involuntary turnover- According to Morrell, Clarke and Wilkinson (2001:353-354), the term “turnover” is generally used to describe voluntary termination of an employee by an employer of that organisation. However, involuntary turnover occurs when employees are forced to leave the organisation, which might occur for reasons such as the need to reduce costs, restructure an organisation, downsize its structure; or for personal reasons related to poor performance.

Questionnaire- Babbie (1990:377) defined “a questionnaire as a document containing questions and other types of items designed to gather information appropriate to analysis”. Questionnaires are equally used in survey research, experiments and other modes of observation.

Labour productivity – Rogers (1998:2) defined “labour productivity as the ratio of output to input for a specific production situation; and productivity changes can either be caused by movements in the 'best practice' production technology or changes in the level of efficiency”.

CHAPTER 1: INTRODUCTION AND BACKGROUND

1.1 INTRODUCTION

According to Rodney (2007:2), human resources (HR) are staff employed by an organisation who use their skills to achieve organisational goals. Rodney (2007:2) asserts that individuals are the most vital resource of an organisation. It is through employees that different assets of an organisation are changed into products and services. Without human resources, an organisation cannot accomplish its proposed objectives and targets. This is the principle motivation behind the employment of workers in an organisation. “The concept of human capital is concerned with the benefit that people provide for organisations and the actual basis for competitive advantage as well as an essential element of the intangible assets of an organisation” (Baron & Armstrong, 2007:5). As a result, effective human resources management is vital in retaining and utilising well-trained and experienced workers to attain and realise organisational goals.

Many organisations in Namibia, such as the Namibian Defence Force (Ruben, 2018:1-2), experience high staff turnover rates. The Roads Authority Namibia (hereafter referred to as the Roads Authority), is a Namibian organisation experiencing high rates of staff turnover. In September 2013, the Namibian newspaper reported that Roads Authority workers voted to strike if management rejects their seventh request for a salary increase since 2005 (The Namibian, 2013:1). Many workers of the Roads Authority wanted to strike because of the unfavourable working conditions; however, some workers resorted to looking for greener pastures instead of striking. Financial considerations are often the main reason for workers’ dissatisfaction as it is a crucial aspect of fulfilling employees’ economic needs (Hassan, 2014:124). High staff turnover is often a result of poor remuneration, ineffective recruitment processes, lack of proper orientation, retention and termination strategies (Ongori, 2007:51)

1.2 BACKGROUND TO THE STUDY

Labour turnover poses a recurrent challenge to organisations globally. There is virtually no company that is immune to labour turnover, as organisations are exposed to employee turnover, irrespective of the size of the company. As indicated by Hisson (2009:3), compensation, worker participation, work execution, and organisation benefits are factors that play an essential role in

employee turnover. If these elements are not mitigated, employee turnover can have a negative impact to organisational profitability and knowledge management, , because staff acquire institutional knowledge, and with each person who leaves the organisation, institutional knowledge is reduced. The cost to the company includes the cost of training the employee and training of their replacement. According to Hammerberg (2002:1), turnover is viewed as the degree of individual movement in an organisation, and it incorporates the attainment and recruiting of new staff to the organisational work participation.

Similarly, Curran (2012:11) suggests that “turnover is the circumstance when an employee chooses to end their employment with the organisation as a personal choice”. However, Tuji (2013:13-14) argued that there are two types of turnover, that is, dysfunctional turnover characterised as “turnover in which competent workers leave,” and functional turnover characterised as “a turnover in which a poor performing employee leaves”.

A case study of private clubs in the United States conducted by Gustafson (2002:1) concerning employee turnover found “that team managers should develop a team environment in the workplace to increase club loyalty”. Another case study by Melaragno, Olubiyi and Luckel (2019:1) in the United States was carried out on employee turnover in the retail business, and the results indicated that a friendly workplace environment, flexibility, stability, management support and independence were the main factors that influence employee turnover”. These case studies are relevant to this study, but they belong to different sectors than the Roads Authority, which is in the public sector. A case study in Kenya by Oroni (2006:1) about labour turnover in Kenyan state-owned, namely the Kenyan Wildlife Services, indicated the following as the causes of labour turnover: low pay as the influencing factor, lack of recognition, lack of career prospects, discrimination, favouritism, tribalism, and the pursuit of further education.

In Tanzania, Pastory (2013:1) carried out a study of agricultural officers and their labour turnover in the Tanzanian agricultural sector. The results of the study revealed that labour turnover continues to be a serious problem affecting agricultural organisations. In Mauritius, Moushmir and Sanmukhiya (2019:1) assessed the causes of voluntary labour turnover in a five-star hotel in Mauritius. The findings of the study indicated that those who were satisfied with their pay were 16 times more likely to stay in their jobs. However, Akinyomi’s, (2016:1) study in Nigeria

assessing labour turnover, causes, consequences and prevention, revealed poor remuneration packages, costs implications, poor working environments, vacancy advertisements, interviews, recruitment, training of new hires, loss of productivity, inefficiency costs of the new staff as the causes of high labour turnover.

1.3 The Roads Authority Namibia

The Roads Authority of Namibia is a non-profit, parastatal with its mission to manage, plan, design and construct the road system to achieve a safe, sustainable and efficient Namibian road network, in the process of realising Vision 2030. The institution is wholly owned by the Namibian government under the Ministry of Works and Transport, founded under Act 17 of 1999 (Republic of Namibia, 1999) commencing 1 April 2000. In an effort to improve Namibian road maintenance and construction, the Roads Authority works closely with its sister organisations, the Road Fund Administration, and the Road Contractor Company.

The Roads Authority is headed by Executives, comprised of six technical divisions and other administrative sections that provide administrative support to the Roads Authority. The Roads Authority has a complement of 553 employees, which enables the employees to perform significant tasks together to achieve the organisational goals and objective. Figure 1 shows the structure of the Roads Authority.

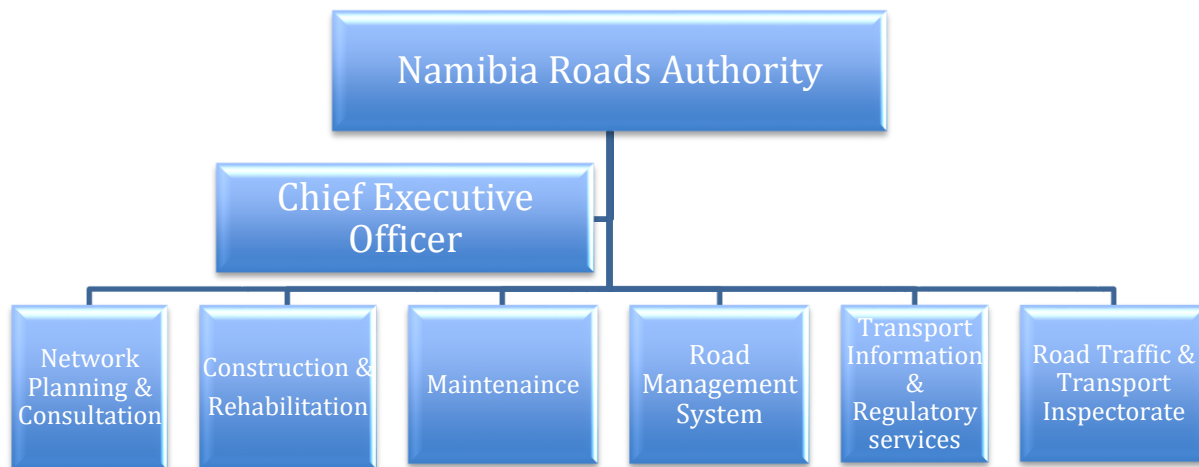


Figure 1: Namibia Road Authority Organisation chart

1.3.1 Network planning and consultation

The function of this division is to implement strategic plans for the road network and the development of the road sector in consultation with stakeholders.

The core functions of this division include:

- Preparing the road master plan
- Preparing a five-year budget for capital and recurrent expenditure.
- Monitoring of road network usage.
- Carrying out of feasibility studies, research, and road infrastructure investigation.

1.3.2 Construction and rehabilitation

The functions of this division are to construct, design and rehabilitate Namibian roads in a cost-effective manner to promote road safety.

The core function of this division includes:

- Implementation of road development and rehabilitation projects by outsourcing the design, contract administration, and construction supervision services
- Supervision and oversight of consultants and contractors
- Provision of technical leadership on road construction and rehabilitation works
- Promotion of the labour-based work policies
- Overall control and standardisation of detail design, tender documentation, and contracts management of road projects

1.3.3 Maintenance

This division plays a vital role in the activities of the Roads Authority because the main operational aims of this division are to meet road maintenance needs most cost-effectively. Its core function is to preserve the Namibian national road network.

1.3.4 Road management system

The function of this division is assisting the Road Fund Administration and the Roads Authority to determine required funding required.

The core functions of this division include:

- Continuous monitoring the condition of the national road network
- Identification and prioritisation of projects
- Minimisation of total transportation cost
- Optimisation of available funds
- Analyses of the impact of funding scenarios

1.3.5 Transport Information and Regulatory Service (NATIS)

NATIS is a subdivision under Transport Information and Regulatory Services, which manages 32 registering authorities (NATIS offices) countrywide, mostly managed through local authorities. The core functions of NATIS are to do vehicle licencing, registration, and vehicle roadworthiness. It is also responsible for testing and licencing of drivers and issuing of number plates. This division comprises of licencing officers and examiners. Licencing officers are responsible for issuing drivers licences, vehicle roadworthiness certificates and license discs while the examiners are responsible for testing vehicles and drivers to determine their fitness.

1.3.6 Road Traffic and Transport Inspectorate (RTTI)

This division consist of officials such as weighbridge scale operators and road transport inspectors, based at weighbridges in different towns nationally. The Inspectorate's core function is to control overloading by weighing heavy goods vehicles above 3500 kg aimed at reducing road damage and prolonging the lifespan of Namibian national roads. They are also responsible for contributing to road safety by enforcing traffic laws. RTTI is empowered by the Road Traffic and Transport Act of 1999 (RTTA), the Road Traffic and Transport Regulation Act of 1999 (RTTR) and the Criminal Procedures Act of 1977 (CPA).

The Roads Authority is among the organisations experiencing high staff turnover rates. In September 2013, the Namibian newspaper reported that the Roads Authority's workers voted to strike if management rejects their seventh request for a salary increase since 2005 (The Namibian, 2013:1) The workers of the Roads Authority wanted to strike and or resign because of unfavourable working conditions. The organisation experienced high staff turnover since 2016. In 2013–14, fifteen employees resigned. However in 2014–2015, the Roads Authority had 24 resignations, while in 2015–2016, 20 employees resigned as indicated on the staff matrix for 2013

to 2016 (see Table 1.1 below). The number of employees leaving the Roads Authority increased gradually; hence, this research sought to establish the causes of the high labour turnover.

Table 1.1: Staff Turnover matrix 2013-2016

Year	Position Post	Filled	Expatriates	External Recruitment	Internal Promotions	Resignations	Contract Termination	Retirement	Total Turnover
2013/2014	622	452	11	68	16	15	6	0	37
2014/2015	622	490	10	62	13	24	2	2	41
2015/2016	622	553	9	99	21	20	5	1	47

Source: Roads Authority annual financial statements for the year ending 31st March (2016)

Employee turnover rate $\frac{\text{Number of employees leaving during the year}}{\text{Average number employed during period}} \times 100$

$$2013/2014 \text{ turnover rate} = \frac{37}{452} \times 100$$

$$=8.18\%$$

$$2014/2015 \text{ turnover rate} = \frac{41}{490} \times 100$$

$$=8.36\%$$

$$2015/2016 \text{ turnover rate} = \frac{47}{553} \times 100$$

$$=8.49\%$$

If the turnover rate is high, it can be described as a completely subjective measure. It became difficult to measure the turnover rate because every sector has a different turnover rate, thus one cannot use one size fits all percentages. To accurately measure the severity of turnover rate research needs to compare the percentage with other industries and sectors. Therefore, the turnover

for Roads Authority was 8.49% in 2015 to 2016. According to the Road Fund Administration Annual Report of 2015/2016, the public institution used as a comparison, the turnover rate was 5% (Road Fund Administration Annual Report 2015/2016:34). It can thus be concluded that the turnover at Roads Authority was high than the comparable public sector institution, the Road Fund Administration. The difference was so much that one may conclude it being higher than the comparable institutions.

Staff turnover results in a decrease in productivity, high costs associated with retraining staff, work overload, paying extra for overtime, and an inability of the remaining personnel to achieve the goals and objectives of the organisation. It can also cause stress among staff, which negatively affects the capacity and capability of the Roads Authority to achieve its stated objectives. Thus, the need to determine the cause of this high staff turnover at the Roads Authority was the motivation for the study.

Generally, high staff turnover is a profoundly serious matter in an organisation because of its negative impact. One such effect is that an organisation may still try to reach their objectives, even with a lower staff contingent, causing undue stress to the remaining staff resulting in a loss of more personnel to other organisations.

1.1.7 The policies of the Roads Authority concerning staff turnover

Organisational policies are integral to this study because it allows the researcher to identify and assess the rules and standards that the Roads Authority is mandated to comply with, and on an organisational level, if they are not implemented, it might increase staff turnover (See Appendix E). The policies are as follows:

- The Roads Authority Job Evaluation Policy (2014)
- The Roads Authority Recruitment, Selection and Placement Policy (2014)
- The Roads Authority Remuneration Policy (2015)
- The Roads Authority Recognition and Reward Policy (2017)
- The Roads Authority Performance Management Policy (2013)

1.1.8 The Roads Authority Job Evaluation Policy

The Roads Authority Job Evaluation Policy provides a framework for implementing job evaluation systems in the Roads Authority (Roads Authority Evaluation Policy, 2014). The primary objective of the Roads Authority's human resources department is to determine the relative worth of each job in the Roads Authority, using an internationally recognised job evaluation system.

The policy provides a basis for a logical, equitable grade and rational pay structure. It determines, without regard for personalities, the relative value and worth of each job consistently and equitably. The policy aims to achieve and maintain an equitable distribution of salaries/remuneration levels according to the level of the job. It further provides a logical, graded hierarchy of jobs on which to base the organisation's salary structure, reduce inequities and to promote the fair distribution of work. As a rational and consistent method, it is issued for decision-making across the organisation (Roads Authority Evaluation Policy, 2014).

All jobs within the organisation are evaluated according to the rules of the job evaluation system in use and in line with provisions as outlined in the job evaluation policy. The Job Evaluation Committee consists of management representatives of each division and union (Roads Authority Evaluation Policy, 2014).

1.1.9 The Roads Authority Recruitment, Selection and Placement Policy

This policy seeks to attract appropriately qualified applicants, develop and retain suitable employees, maintain equity among employees, and comply with business and legal requirements while maintaining cost-effective processes and meeting its short and long-term staffing needs. The policy seeks to attract, develop and retain the best personnel within the establishment of the Roads Authority's and to ensure that the staffing and operational requirements are met through the recruitment, selection and placement of candidates with the required competencies.

The Roads Authority Recruitment, Selection and Placement Policy seeks to satisfy both business needs and legislative requirements through "ensuring professional, effective and efficient recruitment, selection and placement procedures and practices are carried out fairly and transparently" (Roads Authority Recruitment, Selection and Placement Policy, 2014). This policy should also be able to withstand internal and external audits and be in line with relevant legislative

requirements. The objective of this policy includes attracting and soliciting applications for employment within the Roads Authority from suitable and qualified candidates, primarily targeting Namibians. (Roads Authority Recruitment, Selection and Placement Policy, 2014).

1.1.10 The Roads Authority Remuneration Policy

The Roads Authority Remuneration Policy refers to the cost of an all-inclusive total guaranteed remuneration package by the Roads Authority for employing an incumbent. The cost includes the guaranteed basic salary, allowances, non-cash fringe benefits, and employer contribution. These include vehicle allowance, housing allowance, employer contributions to pension/retirement fund, medical aid, and social security fund. (Road Authority Remuneration Policy, 2015).

The objective of the policy is to provide a relevant frameworks and approaches to remuneration practices and decision-making in the Roads Authority. The overall remuneration approach and philosophy are to ensure that the Roads Authority creates the appropriate environment that attract and retain qualified employees and motivates them to perform in line with the strategic and operational business goals. The Roads Authority endeavours to remunerate employees fairly and consistently according to their job roles. (Roads Authority Remuneration Policy, 2015).

1.1.11 The Roads Authority's Recognition and Reward Policy and Procedures.

The Roads Authority Recognition and Reward Policy and Procedures provides a framework for the implementation of recognition and reward system as well as programmes in the Roads Authority. The policy intends to entrench organisational values and ensure that reward and recognition become part of its organisational culture (The Roads Authority Recognition and Reward Policy and Procedures, 2017).

The policy objective intends to have a well-designed recognition and reward policy framework that creates a working environment where staff feel appreciated for their contribution to the achievement of organisational objectives. The policy serves as a mechanism to attract, motivate, and retain staff (The Roads Authority Recognition and Reward Policy and Procedures, 2017).

1.1.12 The Roads Authority Performance Management Policy

The Roads Authority Performance Management Policy seeks “to establish a term-based, output-oriented organisational culture whereby the strategic intent of the Roads Authority is enabled through the purposeful management of performance that should empower managers and employees through experiencing the performance process as an integrated and dynamic, real-time feature of work-life” (The Roads Authority Performances Management Policy, 2013).

The policy is not a separate stand-alone process; it is integrated within the Roads Authority’s vision, mission, values, strategies, operational plans, and budget. This policy aligns with the Roads Authority Training and Development Policy, Disciplinary Policy/Code, Remuneration Policy, as well as Recognition and Reward Policy.

The Roads Authority Performance Management Policy supports the development of all employees to improve performance and to raise the standards in all spheres of business. The Roads Authority Performance Management Policy sets “a framework for all employees to agree and review priorities and objectives within the context of the Roads Authority’s development plan and their own professional needs” (The Roads Authority Performances Management Policy, 2013).

1.1.13 Legislative and policy framework

“Before Namibia’s independence, its labour relations were characterised as unstable, with frequent occurrences of industrial unrest and disharmony between employers, employees and trade unions” (Namibia Technical Memorandum, 2012:3). “This was a result of resistance to oppressive mechanisms of the South African apartheid regime, such as systematic discriminatory policies regarding wages, or labour conditions based on race, gender, ethnicity and political affiliation” (Namibia Technical Memorandum, 2012:3). However, because of the unfair employment conditions, the inadequate occupational health and safety standards, and lack of freedom of association, the labour conditions continued to deteriorate (Namibia Technical Memorandum, 2012:3).

The coming of Namibian independence brought substantial political reforms, as a result of the government pursuing radical economic growth and social progress (Namibia Technical Memorandum, 2012:3).

The Namibian government, “sought to eradicate poverty and promote healthy social policies, justice, and democratic institutions to create broad-based sustainable development” (Namibia Technical Memorandum, 2012:3).

The Namibian government adopted some of the International Labour Organisation’s conventions and established the Labour Advisory Council, as well as a tripartite forum (Namibia Technical Memorandum, 2012:3).

Most importantly, it initiated the enactment of various labour legislation instruments to guarantee the rights of workers through labour, social security, anti-discrimination, and acts of affirmative action (Namibia Technical Memorandum, 2012:3).

The Government Gazette of the Republic of Namibia, (2007), adopted the following laws from (Namibia Technical Memorandum, 2012:4).

- The Affirmative Action (Employment Equity) Act No. 29 of 1998
- The Employees Compensation Amendment Act No. 5 of 1995
- The Employment Service Act No. 8 of 2011
- The Labour Act No. 6 of 2007
- The Pension Funds Amendment Act No. 5 of 2011
- The Pension Matters of Government Institutions Amendment Act No. 5 of 1990
- The Public Service Act No. 13 of 1995
- The Social Security Act No. 34 of 1994

1.1.13.1 The Affirmative Action (Employment Equity) Act No. 29 of 1998

“The Act attempts to advance equal opportunity in employment by improving the conditions of certain groups arising from past discriminatory laws and practices through appropriate affirmative action plans” (Namibia Technical Memorandum, 2012:4). Furthermore, “the Act also provides for the establishment and appointment of an Employment Equity Commission with the function of establishing awards recognising achievements that further its objectives” (Namibia Technical Memorandum, 2012:4).

“The Act requires all relevant employers to prepare and implement a three-year action plan that proactively aims to eliminate employment barriers for certain groups; setting out objectives and

numerical goals for increasing the representation of these groups in each area and level of employment” (Namibia Technical Memorandum, 2012:4). Finally, the act set out conditions for internal procedures to monitor and evaluate the affirmative action plan (Namibia Technical Memorandum, 2012:5). “A review officer reviews the affirmative action reports, which is then approved by the Commission” (Namibia Technical Memorandum, 2012:5).

The affirmative action Act was amended in 2007 to provide for additional powers of the Employment Equity Commission, such as extending power to people employed by the Ministry, as well as the appointment of more than one review officer for a report (Namibia Technical Memorandum, 2012:5).

1.1.13.2 The Employees Compensation Amendment Act No. 5 of 1995

This Act replaced the Workmen’s Compensation Act of 1941 to adjust provisions following the independence of Namibia (Namibia Technical Memorandum, 2012:5).

. This Act covers a wide range of provisions including the removal of out-dated discriminatory provisions and empowers the Commission with increased responsibilities, duties and functions (Namibia Technical Memorandum, 2012:5).

1.1.13.3 The Employment Service Act No. 8 of 2011

“This Act was set in motion to support the National Employment Service by imposing certain obligations on various employers and institutions, as well as to regulate private employment agencies” (Namibia Technical Memorandum, 2012:5).

The Act, implemented new provisions for certain employers to report any vacancies (temporary or permanent) of new positions that arise within its establishment to the bureau within a specific period (Namibia Technical Memorandum, 2012:5). This also applies to the operations of new employment establishments, with a bureau, which identifies suitably qualified registered job seekers for a prospective employer (Namibia Technical Memorandum, 2012:5).

The Act requires the employer to consider the candidates in good faith and notify the agency when they employ a qualified candidate (Namibia Technical Memorandum, 2012:5).” It is a serious

offence to fail to comply with these terms and may result in a significant fine or up to two years' imprisonment" (Namibia Technical Memorandum, 2012:5).

"Restrictions have been imposed on private employment agencies to reduce discrimination, including on the grounds of race, sex, religion, disability, HIV/AIDS status, or previous, current or future pregnancy" (Namibia Technical Memorandum, 2012:5). The Act also increases the powers of employment officers, including the right to enter and inspect any place of employment or a private employment agency as well as other powers conferred upon a labour inspector (Namibia Technical Memorandum, 2012:5).

1.1.13.4 The Labour Act No. 6 of 2007

Independent Namibia's first Labour Act (No. 6 of 1992) was in the process of review in the late 1990s and discussions took place within the tripartite Labour Advisory Council (Namibia Technical Memorandum, 2012:4). "Rather than amending the Act, it was decided it was best to draft a new Act" (Namibia Technical Memorandum, 2012:4). "This resulted in a new Labour Act (No. 15 of 2004) that was passed by parliament but was never fully implemented" (Namibia Technical Memorandum, 2012:4). The Act had notable shortcomings identified by the government, employers, unions and the International Labour Organisation (ILO) (Namibia Technical Memorandum, 2012:4). This led to a new Labour Bill, which was therefore, tabled in Parliament in 2007 (Namibia Technical Memorandum, 2012:4). This Bill became the Labour Act (No. 11 of 2007) and set the framework for Namibia's labour relations and working conditions for years to come (Namibia Technical Memorandum, 2012:4). The main aim of the Labour Act is to promote and maintain the welfare of the people of Namibia, and further employee relations conducive to economic growth, stability and productivity (Namibia Technical Memorandum, 2012:4).

"This Act applies to all employers and employees operating within Namibia but excludes employers who are incorporated or registered outside Namibia's borders" (Namibia Technical Memorandum, 2012:4). "The act includes the promotion of an orderly system of free collective bargaining; improving wages and employment conditions; advancing individuals who have been disadvantaged by past discriminatory laws and practices; promoting sound labour relations and

fair employment practices by encouraging freedom of association; setting minimum basic conditions of service; and giving effect to the conventions and recommendations of the International Labour Organisation”(Namibia Technical Memorandum, 2012:4).

“The Labour Act 2007 is only applicable to “employees” and not consultants of independent contractors who operate on behalf of an entity, but the minimum wages are sector-specific” (Namibia Technical Memorandum, 2012:4).

The Act also establishes standards for working hours, different types of leave; provides legal protection for health, safety and welfare, and includes employees’ basic rights. All basic conditions in the Act are obligatory unless employers and employees negotiate above these standards (Namibia Technical Memorandum, 2012:4).

The Namibian Employers’ Federation (NEF) criticised the most recent Labour Act that deemed to be hurting the economy because it is inappropriate, unbalanced and a disincentive for job creation (Weidlich, 2008:1).

The Labour Act is crucial for ensuring job creation, the key to social and economic stability, investment performance, and growth (Namibia Technical Memorandum, 2012:4). The conditions that restrict the termination of employees are criticized by the Namibian Employers’ Federation (NEF) arguing that employers have no interest in terminating the tenure of competent and reliable workers, but rather those who are “unreliable and non-productive”(Namibia Technical Memorandum, 2012:4). Accordingly, these restrictions create a less flexible workforce. It is viewed that the restrictive labour market will leave Namibia vulnerable, during the next global crisis (Namibia Technical Memorandum, 2012:4). However, NEF does not suggest more relaxed regulation; but rather, they propose strategic regulation (Namibia Technical Memorandum, 2012:4). “This means reviewing, updating and refining approaches that reflect national circumstances and balancing the aims of regulating with broader considerations regarding the impact on business capability and job creation” (Namibia Technical Memorandum, 2012:4).

1.1.13.5 The Pension Funds Amendment Act No. 5 of 2011

“The original Act was to provide for all matters concerning registration, incorporation, regulation and dissolution of pension funds” (Namibia Technical Memorandum, 2012:6). This Act has

recently been amended to empower the Minister to make regulations prescribing the minimum or maximum amount, which a pension fund may invest in or outside Namibia (Namibia Technical Memorandum, 2012:6). It also prescribes a framework for the investment of pension fund assets in unlisted investments, authorising the registrar to grant conditional exemption from certain provisions (Namibia Technical Memorandum, 2012:6). Finally, it provides powers to impose penalties for contravention or failure to comply with certain regulations (Namibia Technical Memorandum, 2012:6).

1.1.13.6 The Pension Matters of Government Institutions Amendment Act No. 5 of 1990

“This Act removes the right of persons to invest their accrued pension benefits in the retirement annuity funds of life insurance companies” (Namibia Technical Memorandum, 2012:6).

1.1.13.7 The Public Service Act No. 13 of 1995

“The Public Service Act provides for the establishment, management and efficiency of the public service, the regulation of employment, conditions of service, discipline, retirement and discharge of staff members in the public service, and other incidental matters” (Namibia Technical Memorandum, 2012:5).

1.1.13.8 The Social Security Act No. 34 of 1994

“This Act plays a vital role in Namibia because it promotes the welfare of its people in the labour sector “(Namibia Technical Memorandum, 2012:5).

“This Act covers funds and payments of benefits such as those related to maternity leave, sick leave, and establishes the National Medical Benefit Fund, Death Benefit Fund, Development Fund and National Pension Fund” (Namibia Technical Memorandum, 2012:5).”The Fund is concerned with catering for students enrolled in institutions of higher learning and the socio-economically disadvantaged, while also conducting training and employment schemes, and granting bursaries, loans and other forms of financial aid” (Namibia Technical Memorandum, 2012:5).

1.2 Problem statement

Organisations are finding it challenging to retain employees with extensive experience. This is due to high staff turnover and can create a financial and a demoralising impact on organisational resources.

High staff turnover has remained a major issue within organisations when qualified employees leave their positions. The Roads Authority is facing high staff turnover, which is causing a delay in the provision of superior services by the Roads Authority as well as costing the organisation time and financial resources to replace and train new employees.

Several studies indicate the leading causes of high staff turnover in various organisations, however, the specific challenges faced by the Roads Authority are budget cuts, salary cuts and delays, retrenchments as the economic crunch tightens, and insufficient financial resources to fulfil salary obligations (De Klerk, 2019:8). Several studies identify strategies for controlling high staff turnover; however, most of research in this regard were conducted in developed countries, which provide solutions not applicable to developing countries. There is, therefore, a need to implement alternative solutions in developing countries. It is against this background that this study aims to investigate the causes of high staff turnover at the Roads Authority to generate a response for developing nations.

1.3 RESEARCH AIMS

The research investigates how labour turnover is affecting service delivery at the Roads Authority. The study sought to determine the cause and effect of high staff turnover at the Roads Authority and make recommendations and propose alternative solutions in the context of developing nations to mitigate high staff turnover at the Roads Authority.

1.4 OBJECTIVES FOR RESEARCH

The study sought to:

- examine the forces driving labour turnover at the Roads Authority
- evaluate the effects of high labour turnover specifically in the Khomas region
- formulate a strategy and recommendations for mitigating the high staff turnover

1.5 RESEARCH QUESTIONS

According to the above-mentioned objectives, the study was guided by the following questions:

- 1 What are the forces driving the high staff turnover at the Roads Authority?
- 2 What are the effects of the high staff turnover specifically in Khomas region?
- 3 What are the strategies to mitigate staff turnover at the Roads Authority?

1.6 DELIMITATION OF THE STUDY

The study endeavoured to critically analyse the cause of high staff turnover at the Roads Authority. The research was conducted in the Khomas region, and it included input from former and current employees of the Roads Authority.

1.7 LIMITATIONS OF THE STUDY

The following are limitations that pertain to the study:

The research is limited to investigate the causes and the impact of high staff turnover of the Roads Authority. The limitations are significant, as there were no other State-Owned Enterprises that were included in the research. The researcher may have developed bias due to negative attitude towards the management of the Roads Authority. However, to prevent biased conclusions due to negativity, the research avoided biased information during the development of the questionnaires and interview guide and data collection process of the study.

1.8 SIGNIFICANCE OF THE STUDY

The researcher was able to provide recommendations that can assist the Roads Authority to reduce high staff turnover. Furthermore, the research can contribute to national knowledge for other researchers on this topic. The research will be included in secondary data in the library of Stellenbosch University. Moreover, the study seeks to help organisations understand the root causes of the high staff turnover within organisations. This study can further be used as a baseline for further research.

1.9 CHAPTER SUMMARY

Chapter 1 provided an outline and highlighted the introduction, and background of the study, as well as general information about the organisational structure and policies of the Roads Authority. The chapter also included study objectives, the corresponding research questions, and problem statement, the significance of the study as well as its limitation and delimitation. The next chapter begins with the introduction and is followed by the review of related literature about the potential causes of staff turnover, effects and strategies of reducing high staff turnover. This includes the various articles on previous research done regarding high staff turnover.

CHAPTER 2: LITERATURE REVIEW

2.1 CHAPTER INTRODUCTION

This chapter reviews related literature about driving forces of staff turnover. It reviews articles and previous research done regarding high staff turnover. The chapter begins by defining what staff turnover is and then identifying the causes of high staff turnover. The types of staff turnover and theoretical framework will also be discussed. Mattsson and Saraste (2002:18) stated that staff turnover is a prominent subject in literature on organisational behaviour. They characterised staff turnover as the workforce coming into an organisation and workforce moving out of an organisation. However, Hammerberg (2002:1) characterised turnover as the degree of individual movement in an organisation, and it incorporates the attainment and recruiting of new staff to the organisational work participation. Mathis and Jackson (2007:111) have declared that “employee turnover includes incoming staff, staff who resign, staff who are laid off, are discharged and retire, as well as individuals who have passed away”.

2.2 TYPES OF TURNOVER

“There are a few generally acknowledged types of staff turnover” (Curran, 2012:12). It includes:

- avoidable and unavoidable turnover
- internal and external turnover
- skilled and unskilled turnover
- voluntary and involuntary turnover
- functional and dysfunctional turnover

“These sub-topics are discussed in the following sections” (Curran, 2012:12). “It is vital to take note of the kinds of turnover to distinguish the underlying reasons that prompt staff to leave the organisation” (Curran, 2012:12).

2.2.1 Avoidable and unavoidable turnover

It is essential to have a thorough understanding of avoidable and unavoidable turnover and their relevant distinctions. “Unavoidable turnover comes about because of life’s choices that extend beyond a business’ control; for example, job transfer of a spouse, or a decision to move to another

area. Avoidable turnover is something organisations can avoid by evaluating, motivating, and hiring employee more effectively” (Curran, 2012:12).

“Staff turnover that occurs in unavoidable conditions is called unavoidable turnover” while “turnover that occurs in avoidable conditions is called avoidable turnover”. As indicated by this definition, “if the organisation, first of all, understands the causes of the turnover, then it can take corrective action to avoid the possible turnover” (Tuji, 2013:13). For instance, “if the cause of the turnover is poor working conditions, the management of the organisation can avoid the turnover by improving the working conditions” (Tuji, 2013:13). Nonetheless, the management of an organisation (Tuji, 2013:13) cannot control unavoidable turnover such as regular retirement, permanent disability, death, or other unexpected circumstances.

2.2.2 Functional and dysfunctional turnover

Functional turnover can be characterised as “turnover in which poor-performing employees leave” and dysfunctional turnover can be characterised as “turnover in which competent workers leave” (Tuji, 2013:13-14). “poor-performing staff can leave the organisation in any way, and these circumstances constitute functional turnover because poor-performing employees do not add organisational value” (Tuji, 2013:14).

At the point when poor-performing individuals leave, the organisation can profit by cutting excessive costs that were brought about during the tenure of the poor-performing employee. In all cases, “when employees who excel leave the organisation, it negatively impacts the organisation because the staff member was of benefit to the organisation” (Tuji, 2013:14).

2.2.3 Internal and external turnover

Turnover can be classified as “internal” or “external”. “Internal turnover happens when staff leaves their present position and are reassigned to a new position within the organisation or when an organisation fills a vacant position with a current employee, it is referred to as internal turnover” (Tuji, 2013:14). External turnover occurs when an employee permanently leaves an organisation (Tuji, 2013:14).

2.2.4 Skilled and unskilled turnover

Uneducated, unskilled, and untrained positions frequently face a high turnover rate. Even in such instances, the organisation or business does not incur significant loss of performance, as these types of staff can be easily replaced. Thus, it more costly when higher skilled employees leave an organisation. Therefore, “the turnover of educated and skilled professionals leads to a competitive disadvantage and incurring replacement cost to the organisation” because of the institutional knowledge and investment into their training (Abdali, 2011:3).

As per this definition, when less skilled staff leave an organisation, this is referred to as unskilled turnover. Managers are not overly concerned about unskilled staff turnover as recruiting such staff is easier. However, high turnover of talented staff represents organisational challenges due to the loss of human capital. “The loss incorporates acquired knowledge, training and skills since these specific staff members have abilities that are generally rare and can be re-utilised inside a similar industry, their leaving hinders the organisation, notwithstanding the cost of replacing them” (Emeka & Ikemefuna, 2012:276–277). Generally, “an organisation faces high risk with skilled turnover and low risk with unskilled turnover” (Abdali, 2011:3).

2.2.5 Voluntary turnover

“When staff leaves an organisation of their own volition, it is defined as voluntary turnover” (Curran, 2012:11). As per this definition, the turnover is initiated by the decision of the worker. Abdali (2011:3) characterised voluntary turnover as “the turnover in which an employee exercises their own choice to terminate their employment, or instances of turnover initiated at the choice of employees”.

Curran (2012:11) portrayed “voluntary turnover as the circumstance when an employee chooses to end their employment with the organisation as an individual choice and for their reasons”. According to this description, “the choice to leave the organisation is related to being disappointed with the conditions of the present employment and having discovered an appealing option offered by another organisation” (Curran, 2011:11). Staff turnover, as a voluntary action, refers to a person's self-initiated and permanent termination of membership of an organisation (Reiche, 2008:3). Regarding this description, the turnover occurrence is initiated by the worker and the turnover is permanent. “Most academics are interest in voluntary turnover resulting from the fact

that the organisation has less control over staff-initiated turnover than organisation-initiated discharge” (Reiche, 2008:3-4). Likewise, since “high-performing staff are thought to have access to more external employment opportunities than poor performers and are, therefore, more likely to quit, voluntary turnover is particularly harmful to organisational performance”(Reiche, 2008:4).

According to this idea, the high-performing staff have more opportunities to leave an organisation. Nawaz, Rahman and Siraji (2009:20) suggests that “voluntary staff turnover implies that when a staff member leaves the organisation at their discretion, it may be because of the negative behaviour of a supervisor, unfavourable working conditions, or a better job opportunity. This demonstrates that voluntary turnover may be caused by unenthusiastic behaviour of the manager in the current organisation, better job opportunities elsewhere, bad working condition, and job dissatisfactions”.

2.2.6 Involuntary turnover

“When an organisation ends the employee’s contract due to downsizing or a need for the organisation to cut costs, it is called involuntary turnover” (Nawaz et al., 2009:4). Involuntary turnover takes place when the employer terminates the employment contract of an employee. This type of turnover occurs when there is a poor fit between the worker and the organisation, and it is referred to as involuntary turnover. Involuntary turnover can be characterised as "the turnover in which staff must have no choice in their termination, e.g. employer-initiated termination, death and sickness” (Abdali, 2011:3). According to this definition, this turnover is initiated by the natural phenomenon or by the business itself. Curran (2012:11-12) characterises automatic turnover as "an instance of involuntary turnover, a discharge (that) reflects an employer’s decision to terminate the employment relationship”.

The business initiates this type of turnover, and the connection between employer and employee comes to an end. “The involuntary turnover includes reasons like resigning to take care of a terminally ill family member, retirement, death, dismissal because of poor performance results, the relocation of a spouse to another area, layoffs due to the economic crisis in a country which affect most of the business and unethical behaviour in the workplace. The business may initiate involuntary dismissals because of business bankruptcy, the introduction of new technology, organisational restructuring and a need to decrease cost” (Abdali, 2011:3).

Layoffs and Dismissals are some of the sub-topics of involuntary turnover:

- **Layoff:** “Occurs when the organisation is not doing well financially; it is usually caused by an economic crisis or the downturn in the economy both locally and globally” (Gomez-Mejia *et al.*, 1997:185).
A layoff situation refers to when employees lose their job because a company strategy forces it to reduce its workforce or change in the company’s environment (Gomez-Mejia *et al.*, 1997:185). The factors that lead to layoffs are a reduction in product demand, global competition and or a change in technology.
- **Dismissal:** According to Gomez-Mejia, Balkin & Cardy (1997:185), “Dismissal refers to when an employee is dismissed for reasons of dissatisfaction on the part of the employer, and the reason could include poor performance or an employee’s failure to change unacceptable behaviour that management has tried to correct repeatedly”.

2.3 THEORIES OF WORK MOTIVATION/WHY PEOPLE WORK

Motivation is a force that drives an individual to act or to perform. Luthans (1998: 2) stated that “motivation is a process that arouses, energises, directs, and sustains behaviour and performance”. Motivation is a goal-directed form of behaviour whereby the individual is acting in pursuit of a certain goal and objectives. Different stimuli drive an individual to act or behave in a certain manner, and these stimuli are within the environmental forces.

For staff to perform their duties and tasks efficiently and effectively, supervisors and management must ensure that staff are well motivated, which will lead to job satisfaction and it will increase their need for fulfilment. Motivation benefits both employee and employer; the employee attains job satisfaction, career advancement and fulfilment of their personal need while the employer will attain organisational commitment and the effective and efficient accomplishment of organisational goals and objectives.

Conversely, motivation can also dissipate because of decreased need fulfilment, which occurs when management does not follow appropriate procedures. It is necessary for management to understand what motivates their staff; alternatively, it will remain a difficult exercise for the

employer. Motivation is based on various factors, and related theories concerning these factors are discussed below (Mabengano, 2003:35).

The theory of motivation provides an explanation of employee motivation. According to Grobler, Warnich, Carrell, Elbert and Hatfield (2010:237), “many managers have theories regarding the motivation of employee’s performance: Some believe that only one motivational theory is enough to develop productive employees; others claim that no technique works because employees are born as either achievers or loafers.”

No single theory works alone because every theory comprises different needs and employees’ needs are different. A single theory cannot solve motivational issues within an organisation. To enhance organisational profitability and efficiency, management normally utilises controlling, organising and planning measures to enhance productivity (Mabengano, 2003:36). Motivational theories of needs are as follows:

2.2.1 Abraham Maslow’s hierarchy of needs

For individuals to be satisfied or motivated, Maslow proposed a hierarchy of needs to explain stages an individual undergoes in motivation (Grobler *et al.*, 2010:237). Although Maslow posits that it is hard to motivate individuals fully, he suggests different stages individuals should pass until these needs are satisfied.

Maslow posited that once a given level of need is fulfilled, individuals look for other aspects of motivation, which are fulfilled when individuals reach the next level. Subsequently, modern management approaches to motivation are affected tremendously by Maslow’s hierarchy of needs. In detail, the stages of Maslow’s hierarchy of needs are as follows:

2.2.1.1 Physical needs

Food, shelter, and clothing: These are the “primary needs that can be directly fulfilled by compensations” (Grobler *et al.*, 2010:238). The authors further acknowledge that the primary need individuals tend to seek to be satisfied is a physical one before any other needs. Individuals need to satisfy their physiological needs prior to gaining recognition and achieving other achievements. Therefore, the main objective of why an individual works is to satisfy this need first.

2.2.1.2 Safety and security needs

When individuals satisfy their physical needs, safety and security needs become secondary aspects of consideration. “Many employees’ most important security need is job security (Grobler *et al.*, 2010:238)”. Other safety and security needs entail the need to have reasonable and stable employment with acceptable and adequate medical, retirement benefits and other security benefits. In this vein, the researcher acknowledges that organisations that recognise this by meeting employees’ safety and security needs tend to retain employees and consequently lower staff turnover rates.

2.2.1.3 Social needs

Maslow stated that “membership or affiliation needs inside and outside the organisation is referred to as social needs”. One of the main psychological needs of employees within the workforce is peer-group acceptance (Grobler *et al.*, 2010:238). The researcher acknowledges that organisational factors such as social relationships – to feel accepted within their peer group – becomes important to employees. If this need is not fulfilled, this leads to low morale amongst staff, regular absenteeism, and low productivity. Mabengano (2003:36) stated that managers and supervisors are encouraged to suggest that staff take part in organisational activities and motivate them to work collaboratively to minimise factors that will lead to employee turnover.

2.2.1.4 Esteem needs

Maslow highlighted that esteem needs entail an employee finding interpersonal relationships within the organisation. Individuals seek opportunities for prestige, acknowledgement, status and achievement to achieve job satisfaction, and factors such as the level of responsibility, office space and parking areas become important factors to individuals as all this attest to their self-worth (Grobler *et al.*, 2010:238).

2.2.1.5 Self-actualisation needs

Maslow’s hierarchy of needs specifies that self-actualisation needs ensure employees remain in the organisation. These needs vary from self-awareness to understanding and the realisation of one’s capacity (Grobler *et al.*, 2010:238). The authors further state that an individual becomes self-actualised when their level of need is fulfilled, and if this need is not fulfilled, an individual will

strive for it to satisfy such a need. According to Maslow's hierarchy of needs, organisations that promote employee work-life balance tend to address self-actualisation needs.

The researcher acknowledges that Maslow's hierarchy of needs is not the only descriptor of the individual's needs, and many scholars' findings do not alert management to the various needs of their employees. It is also not clear how these needs relate to motivation, and the solution was found by adding the Herzberg's two-factor motivational theories.

2.3 DRIVING FORCES OF HIGH STAFF TURNOVER/WHY EMPLOYEES LEAVE ORGANISATIONS

Push-and-pull factors are primary reasons why staff leave their organisations voluntarily. Pull factors may include the attractiveness of a new job, while push factors may include the dissatisfaction with their present job that motivates an employee to seek alternative employment elsewhere. The study focused on employee advancement, leadership style, peer group relationship, job scope, and job satisfaction, working environment, demographic factors, and compensation (Tuji, 2013:15)

2.3.1 Leadership (supervision) styles

The "working relations between leaders or managers and their subordinates may" affect staff turnover (Rosse, 2010:29-30). According to Shamsuzzoha and Shumon (2012:10)," inappropriate leadership styles lead to staff turnover". Staff requires direction and guidance. For instance, new staff require additional assistance in learning an unfamiliar job. "Similarly, the absence of training programmes may make workers fall behind in their level of performance and feel that their abilities are deficient" (Shamsuzzoha & Shumon, 2012:10).

As indicated by Conway, Shaver, Bennett and Aldrich (2013:26-32), "leaders are a part of the workforce but are additionally associated with the administration; in this manner, they assume an essential part in overcoming any issues between the individual worker and the organisation". Leaders might be the centre-point that links these two elements to create better workplaces and outcomes for families and children. Leaders are vital in the socialisation of new staff, providing direction and guidance. "The essence of leadership, therefore, lies in evaluating the effectiveness of the organisation, both horizontally and vertically, and ensuring that resources are used

adequately and correctly; that errors are rectified, standards are maintained, and objectives are accomplished” (Conway *et al.*, 2013:26-32).

According to Swanepoel (2008:7), staff are trusted in the way they manage their own time, output and the way they access parts of the business previously reserved for management, such as tactical and strategic data, and the way they manage financial information.

2.3.2 Peer-group relationship

“Peer-group relations is a major cause of high staff turnover” (Abdali, 2011:7). If there is a strong relationship among the workgroup, satisfaction with the group and co-workers, and integration in the group, will result in decreased staff turnover. If the peer-group relationship is strong, it can become the source of job satisfaction, causing a diminished high staff turnover. In short, the above explanation means that the greater the relationship among members, the lower the turnover rate (Abdali, 2011:7).

2.3.3 Working environment

According to Tuji (2013:21), working conditions assume an essential part in expanding work fulfilment and organisational commitment within the labour industry. Tuji (2013:21) expressed “that the working environment incorporates factors or feature that have all work-related conditions for employees”. For instance, staff may want to remain in the organisation because of conducive work environments. Since staff like to work in an environment they find appropriate, a hygienic workplace is one of the fundamental drivers that impact staff in settling down, and can be decisive in the decision whether to proceed or to leave the organisation. According to Lambert (2006:67-68), work environment factors, which incorporate promotion, autonomy, support, authority, input into decision-making, communication and supervision, are associated with staff turnover.

2.3.4 Lack of advancement or promotion

Masri (2009:13) characterised promotion as “the movement of a person to a more elevated position in the organisation”. Hypothetically, “promotion is likewise characterized as the assignment of a worker to a higher job within the organisation” (Masri, 2009:13).

Abdali (2011:7-8) stated that work advancements might review a worker’s performance through various measurement scales, like opportunities for promotions and actual promotion. At the point

when staff acknowledge that there is limited future opportunities, while still desiring advancement within the organisation, they lack the motivation to stay in their present work situation (Abdali, 2011:7-8). If high performing staff are not appropriately advanced, they will often leave the organisation.

2.3.5 Job scope (work assignment)

“Job scope can be defined as the density of the job and challenges of the job contents” (Tuji, 2013:21). Job scope may depend upon some moderators. One of the possible moderators of work assignment is the strength of the growth needed. Job complexity increases organisational loyalty and job satisfaction (Abdali, 2011:8). The abovementioned indicates that when the job content of the organisation is large and complex, it may lead to high satisfaction of staff in an organisation.

In this sense, when staff are satisfied with their organisational role, this may result in reducing the desire to leave. A participatory work environment where staff are involved in decision-making, it may also encourage them to remain in their organisation. Staff who actively participate and are involved in their job; are often confident, content and likely to remain with the organisation (Abdali, 2011:9). Staff often feel an increase in job satisfaction when they are assigned job roles and task descriptions that align with their professional background; they are more likely to experience higher rates of organisational loyalty. Such factors promote a greater working environment, and job satisfaction will rise with greater clarity for the employee about how to reach the goals and objectives intended by the organisation.

2.3.6 Demographic factors

Abdali (2011:4) stated that the demographic and individual attributes of a worker could be the purpose behind abandoning one organisation for another. These attributes may include qualification, work experience, marital status, age, gender, and professional tenure.

As indicated by Parker and Skitmore (2003:5), top-performing females have turnover rates that are 2.5 times higher than those of their male counterparts, which reflect the reality that they often need to balance family with work life. Besides, it was further identified that female managers would likely leave their organisations when they realise that there is an absence of career opportunities inside their organisations. In addition, staff with higher qualifications in their professions tend to leave their present organisations, when they have increased opportunities to

attain a preferable position over staff with lower qualifications. Marital status has the greatest impact on staff turnover as staff who are married, often have children and stable family conditions, want to remain in the organisations that are conducive to stable family life.

In many instances, staff who are not married and free to move from place to place, are more likely to change jobs. Tuji (2013:16) stated that staff with extensive experience may leave their organisations since they have a better chance of getting a superior job somewhere else in more favourable working conditions than those of staff that have less work experience. A mature individual has more patience and confidence in their workplace than younger ones. With an increase in age, a person grows to a greater level of confidence and prestige (Nawaz et al., 2009:25).

2.3.7 Lack of job satisfaction

Job satisfaction is a primary factor that increases high staff turnover within an organisation. It should be recognised that staff may have varying feelings regarding job satisfaction concerning their working environment and their work. Their attitudes and feelings may differ due to factors such as salience, specificity, objective, and stability of the work.

Aziri (2011:77) highlighted that any combination of physiological, environmental, and psychological circumstances that cause a person truthfully, to say, “I am content with my job”, is referred to as job satisfaction. As per this definition, although numerous external factors influence job satisfaction, it is also highly subjective and dependent on the way staff member feels. Thus, job satisfaction is dependent on a set of factors that can cause a feeling of being satisfied in the workplace.

As indicated by Ping, (2008:37), “a pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating the achievement of one’s job values is defined as job satisfaction”. However, the definition of Aziri (2011:77), states that any combination of physiological, environmental, and psychological circumstances can cause contentment to employees, will be the basis of this research. Nonetheless, employees of the Road Authority have indicated that they are often not satisfied due to psychological circumstances and environmental issues such as remuneration packages.

As per Judge, Hulin and Dalal (2009:5), “job satisfaction is referred to as a multi-dimensional psychological response to one’s job”. These reactions or responses have an affective (emotional) and cognitive (evaluative) component. The internal evaluation of the favourability of one’s job is referred to as job satisfaction. The satisfaction in a job alludes to internal assessments of the favourability of one's job. These assessments are uncovered by inward responses that are of an emotional nature and outward manifestations that are verbalised. The multi-dimensional reactions can range from great, terrible, to positive or negative phenomena.

Randhawa (2007:1519) has argued that lower staff turnover leads to high job satisfaction, while high staff turnover leads to low job satisfaction. He highlighted that it would predict a low staff turnover if employees are satisfied with their role in an organisation. Curran (2012:16) characterises job satisfaction as "all characteristics of the job itself and the work environment that staff find rewarding, fulfilling and satisfying, or frustrating and unsatisfying”. Staff will be content with their job when the organisation genuinely uses their aptitude, capacities, learning and abilities, and when the organisation provides opportunities for advancement and rewards. Sometimes, absence of advancement or opportunity for growth within the organisation leads to higher staff turnover.

Landman (2001:387) suggested that professional commitment is identified as the intention to remain in the organisation. Moreover, duty was observed to be a significant intervening variable in the relationship between job satisfaction and aim to stay. “Three other studies found that job satisfaction, rather than organisational commitment, related to the actual turnover of employees” (Strolin, McCarthy & Caringi (2008:7). If the job is a dead-end proposition, this should be explained before hiring so as not to mislead the employee.

2.3.8 Compensation and reward

According to Nawaz *et al.* (2009:23), monetary-related reward has been characterised as money, reward or the equivalent that staff receives as a return for their services to the organisation. Equivalent reward system should incorporate medical benefits, provident fund, and fringe benefits. Nawaz *et al.* (2009:23) further stipulated that “monetary reward inhibits staff turnover because it helps to raise job satisfaction and likewise, helps to minimise the intention to leave the job”.

Poor remuneration is broadly perceived as one of the issues in the organisation that prompts high staff turnover. As indicated by Shamsuzzoha and Shumon (2007:64-68), “a common reason given for leaving the job is the availability of a higher paying job”. The inference drawn from this is that workers leave the present organisation to obtain better reward and benefits from different organisations.

Remuneration plays a vital part in retaining staff. Disappointment with remuneration emphatically propels staff turnover. The absence of different remuneration packages; for example, incentive pay and fringe benefits, have an impact on the organisation's capacity and ability to hold qualified and experienced staff. For instance, staff demand a suitable level of pay for their efforts. Such remuneration can be offered in different forms such as direct or indirect remuneration.

Direct remuneration includes wages, bonuses, and other financial incentives. Indirect remuneration includes paying employees in the form of indirect cash benefits such as housing, and travelling allowances, and medical expenses. (Ut Lon IM in Tuji, 2013:18). When identifying job qualities, pay level is a factor that emerges as being critical to candidates. Staff favour organisations that offer higher pay grades, fixed rather than variable pay; individual rather than team-based; and flexible rather than fixed benefits. This indicates that financial remuneration is the imperative in utilising, retaining and attracting qualified staff (Tuji, 2013:18).

The view of equality regarding remuneration levels, equality in sharing rewards and payments, has a strong impact on turnover. A reasonable remuneration policy is critical for organisations and their staff. Organisation must compensate its employees in an equitable manner commensurate with job roles, and staff should also request to be compensated for a performance bonus according to their work performances. If these are accomplished, “it leads to a reduction in staff turnover” (Tuji, 2013:18)

2.4 EFFECTS OF STAFF TURNOVER

Organisation staff turnover involves benefits and drawbacks that are regularly exaggerated by the managers, and if this goes unnoticed, it will bring about negative outcomes for all stakeholders.

The results of staff turnover can be disruptive to both employees and employers, leading to organisational dysfunction. It will be challenging for management to retain staff when they choose

to leave the organisation (Ivancevich, 1994:667). Robbins, Odendaal and Roodt (2003:503) highlighted that, when a worker decides to leave, it prompts negative organisational performance. The drawbacks of labour turnover include:

2.4.1 Effects of labour turnover to the organisation

Businesses who make sizable investments in their employees' training and development desire to retain their top-performing employees. Therefore, it is important that those employees continue working with the organisation and remain engaged at the organisation.

Studies indicate that employee turnover of one employee with an hourly wage of \$8 per hour could cost a company from \$2 500 upwards to \$15 000 per month. "Depending on the industry, this can range from 50% to 200% of the salary and benefits that the employee would have received during the year" (Palesciuc, 2017: 7). The following are drawbacks caused by staff turnover in an organisation:

- Incompetence when new employees are required to learn a new job,
- Loss of productivity during the period before an employee leaves the job
- Supervisors and peers lose additional time before an employee departs
- Productivity is lost while the position is vacant
- Costs related to replacing employees. These costs include advertising fees, orientation, training, and fees incurred in terms of travelling expenses for new candidates,
- Processing cost for incoming and exiting employees, such as costs involved in relocation,

2.4.2 The impact of staff turnover on organisational service delivery and performance.

Staff turnover has many organisational cost implications including, time and financial costs, as they need to replace departed employees. "An organisation is forced to endure the financial burden when an employee leaves and has to be replaced" (Abbasi & Hollman, 2000:333–342). Due to the costs incurred, an organisation's revenue and profit may be affected by staff turnover as might be difficult to maintain current performance levels due to potential loss of employee knowledge and skills. Mabengano (2003:31) stated that the "loss of productivity from the vacant positions, the cost of educating new personnel, the expense of maintaining and filling vacancies are direct results of staff turnover in contemporary organisations. However, staff turnover costs vary from one company to another, depending on the size and operations of the company."

2.4.3 Costs of replacing staff

In an endeavour to replace employee(s), organisations incur the costs of advertising or posting the vacancy, followed by recruitment, selection, orientation, and training employees (Mabengano, 2003:31). Organisational costs incurred in an attempt to replace staff are sometimes called cost per hire, and all organisations experience these costs although the amount differs from organisation to organisation.

2.4.4 Vacancies

When employees exit, it can lead to loss of productivity because the position may remain vacant for a lengthy period while the remaining workers attempt to manage additional the tasks. Temporary replacement cost will incur because the potential need to have current staff work overtime to complete the departed employees' tasks (Mabengano, 2003:33)

2.4.5 Training

Many new employees commence their work at a new place of employment at 100% efficiency (Mabengano, 2003:32). Employees' time and other valuable resources need to be expanded to facilitate the transition and the training of new staff. The direct costs are referred to as "financial cost which incorporates replacement and separation cost such as recruitment, selection, hiring and training expenses" (Pietersen & Oni, 2014:144).

Maund (2001:135-136) asserts that staff turnover has adverse consequences emanating from the training and retraining. Staff turnover results in a loss of productivity because of workflow interruption, while replacement staff are engaged in staff training, orientation, induction programme, and familiarity processes in their new role. In some cases, relocation costs must also be considered in an organisation's unexpected expenditures, when they must transfer and prepare replacements of employees. An extension of these elements was identified, and they include:

- **Transfer costs:** Transfer cost are synonymous with relocation costs, which occur when deploying employees to new work assignments in different geographic locations and or when a new hire is recruited, who must be relocated to the area in which the organisation operates. These costs as elaborated by Mabengano (2003:32), suggests that relocation costs can include but are not limited to, provision of temporary accommodation, removal fees, travel subsidies, and potential legal fees associated with employment transfers.

- **Posting cost:** Posting cost consists of redeployment expense related to the redeployment of an existing member of the labour force as a result of staff turnover. Additionally, efficiency and assimilation cost occur until the new staff has their capacity built in their new role (Mabengano (2003:32).
- **Leaving expenses:** As stipulated in Labour Act No 11 of 2007, t an employee is entitled to termination benefits, expense organisations incur to compensate employee for their time and services rendered.

Often organisations incur additional costs employee overtime to accommodate work demands left by departed staff. Delayed production and decreased and inconsistent levels of customer service, is an additional cost that can be measured by organisation’s reputation being threatened or reduced. Current employees may also suffer from increased anxiety and lower morale caused extra work pressures. Moreover, some organisations may also become less efficient because current employees may not have adequate capacity to complete extra assigned duties.

2.4.6 Effects on the employees who are leaving

The following are the effects of staff turnover on employees who are leaving the organisation:

- Loss of fringe benefits and seniority
- Potential increased stress at new workplace
- Relocation cost
- Leaving family and social networks
- End of desired and valued community services
- Spouse’s career disruption (Surji, 2013: 53).

Robbins *et al.* (2003:53) suggest that management should concern itself with maintaining effectiveness and efficiency by decreasing staff turnover by effectiveve human resource practices to avoid hidden and obvious costs associated with employee turnover.

To this end, the research thus far suggests that there are many identified disadvantage that impact organisational processes, e functions, and create undue financial outputs related to searching, costing and position levels. Each staff departure has a different impact on the organisational response based on staff hierarchy, role and expertise level.

2.5 ORGANISATIONAL THEORIES

The net effect of employees' behaviour can be explained through organisational theories, such as organisational equilibrium, met expectation theory, linkage model, and unfolding model of turnover and job embeddedness theory.

2.5.1 Organisational equilibrium theory (OET)

According to Nawaz *et al.*, (2009:27) employees who feel that their organisational contributions exceeds their return from their employer, they are more inclined to feel under-appreciated, causing them to look for work opportunities elsewhere, to feel more valued; resulting in organisational losses through and increased staff turnover. Osamu (1994:14) added to this premise when suggesting that it is human nature for employees to seek satisfaction, fulfilment and have their needs met, through their career efforts, and when they are not satisfied, they are increasingly motivated to seek employment elsewhere, as a means to satisfy their professional goals. Thus, the equilibrium theory can be summarised as suggesting that employees seek work opportunities that offer incentives that are commensurate with their knowledge, skills and ability to contribute to an organisation's success.

2.5.2 Met expectation theory

Premack and Davis (1992:288) articulated the concept of met expectations, as the discrepancy between negative of positive expected encounters vs. what they really encountered at the workplace. Employee's expectation might incorporate concepts such as advancement, a suitable working environment, and a good relationship with colleagues, an appropriate work assignment, fair remuneration and advancement. The essential thought of this theory is that when an employer fails to fulfil an employee's expectations, it might lead to staff turnover.

2.5.3 Linkage model

The linkage model explains a series of interrelated links between voluntary staff turnover and job satisfaction. In this model, one major factor considered is job dissatisfaction, which leads to a series of withdrawal actions such as job searching, fringe benefit comparison and thoughts of resigning. This behaviour ultimately results in voluntary staff turnover (Nawaz *et al.*, 2009:28).

2.5.4 Unfolding model of turnover

According to Morrell (2006:3), the unfolding model is a retrospective, classificatory account of voluntary turnover that treats employee resignations as a decision to correct process. The unfolding model of staff turnover is focused on four psychological paths that an employee chooses when they leave their job. The process of turnover starts as the employee is shocked because of their expectations regarding their jobs. The ultimate result of the employee job disillusionment is that they quit their job without considering emotional attachment to the organisation (Nawaz *et al.*, 2009:29).

2.5.5 Job embeddedness theory

Job embeddedness describes the factors that keep an individual from leaving the organisation, despite experiencing situations that might lead to thoughts of leaving. Feldman and Ng; (2007:77) stated that job embeddedness is often work-related (e.g. positive relationships with supervisor and co-workers, good health benefits) or non-work related (spouse works in the same area; parents live in the same community). These work and non-work domains can further be divided into three types of attachments that are links (how many people is the individual connected with); fit (does the individual feel satisfied or comfortable in their work and non-work environment); and sacrifice (what does the individual have to give up in order to leave).

2.6 STRATEGIES TO MITIGATE STAFF TURNOVER

Employee turnover remains a ubiquitous phenomenon that negatively impact operations and profitability of business entities. For decades, managers, business leaders, and individuals in academia have devoted considerable time and resources to understanding and reducing the phenomenon. To mitigate labour turnover, the following factors may be effective, that is age, remuneration of jobs, the employee's effort versus the reward, and stress reduction.

2.6.1 Age

Age is a major aspect influencing staff turnover. Older employees tend to have experience, commitment, and confidence in their work, and are more likely to remain in an organisation until retirement. They also tend to have greater skills and abilities when compared to young employees; however, there are organisational variables that affect an older workforce, such as absenteeism and

productivity (Robbins *et al.*, 2003:45). Mabengano (2003:39) stated that young employees have comparatively little or no job experience with which to compare their current jobs and because of this they are more likely to be influenced by the opinions of other people, disregarding their own beliefs and views about other people because of their lack of experience.

The age of individuals also influences staff turnover. Older employees are generally more likely to remain at their jobs due to family commitments and job security while younger workers tend to quit their job because they have fewer responsibilities and are more open to new experiences. Generally, older employees are more satisfied and content with their job than their younger counterparts, whereas, younger employees are more likely to leave the organisation due to lack of confidence, ability and work related skills (Martocchio, 1989:414).

Mabengano (2003:39) has confirmed that the higher the number of older employees, the lower the number of workers who are likely to leave their job.

2.6.2 Comparison and opinion of another's job

Comparisons made by family and society about another's job, tend to influence staff turnover. Comparing oneself to another demotivates or motivates employees to stay or leave an organisation. This further contributes to how a particular profession is perceived by society (Mabengano, 2003:40). Organisations viewed by society as high-profile organisations due to their image and reputation, results in being a sought-after place of employment. The researcher acknowledges that not only does the organisation have influence on staff turnover but how the job is perceived by society in terms of its status. Consequently the employee tends to remain in the same job, if the employer is a sought after workplace, whereas, if the job has low societal status, an employee is more likely to leave and look for alternate employment (Mabengano, 2003:40).

Society's opinions have an impact on staff turnover. Many employees want to work in an organisation that enjoys a solid reputation and to work for a profession with high status and which is regarded as exceptional by society. If workers realise that the profession, they work in is not held in high esteem by society, the odds of them leaving their job will be high as these employees seek other and improved opportunities (Mabengano, 2003:40)

2.6.3 Efforts vs rewards ration

Most employees believe that they should be remunerated according to the effort they put into their jobs. This means the greater the effort, the greater the expected reward and pay. Workers tend to look at the proportion of others versus their effort/reward ratio. In this regard, employees are not working exclusively for monetary compensation, but they also look at total rewards from their work efforts (Mabengano, 2003:40-41).

2.6.4 Job stress

According to Grobler *et al.* (2010:444), job stress is a big concern among South African workers. These authors highlighted the two types of stress in the workplace, which are eustress and distress. “Eustress is a positive stress that accompanies achievement and exhilaration, while distress is a harmful stress characterised by a loss of feelings of security and adequacy” (Grobler *et al.* (2010:445).

Many factors cause of job stress such as technology advances and the higher demand for quality services and product. Job stress can cause an employee to engage in alcohol and substance drug abuse, which can lead to absenteeism, decreased morale, sick leave, lower productivity, among others (Agumba, 2011:24 & 34).

Work-related stress varies based on the job and employee. Common causes of stress include lack of or ineffective organisational communication, understaffing, incompetent supervisors and subordinates (Rodney, 2007:82). According to Ham and Griffeth (in Mabengano, 2003:41), employees who have direct contact with people in need tend to experience higher work-related stress than other professions because the profession is emotionally stressful and it may produce a feeling of anger, embarrassment, fear, frustration and despair.

For example, emergency room nurses, social workers, and police officers often experience high levels of stress due to the nature of their job. In addition, it was found that most staff are prone to experience some levels of work-related stress, because most jobs involve some level of responsibility, deadlines, interpersonal communication and other factors that are prone to induce workplace stress. (Mabengano, 2003:41). Grobler *et al.* (2010:446) recommended having wellness programmes in the workplace to reduce stress and the associated costs related to occupational

stress. Thus, the following interventions and approaches have been suggested to mitigate stress at the workplace:

- **Preventive management:** entails management identifying the primary stress factor that threaten employee wellbeing
- **Maintaining productive work cultures:** creating a positive culture and empowering working environment
- **Exercise programs:** offering exercise and workplace wellness programmes has been shown to reduce employee stress levels
- **Workplace Counselling:** counsellors are helpful in identifying employee stressors and an opportunity to offer solutions and support. Such support and empathetic environments promote trust and can increase staff loyalty, wellbeing, and commitment, which can result in reduced staff turnover.

2.6.5 Internal factors

The researcher acknowledges that many workers needs specialised skills and knowledge to function efficiently and effectively in the workplace. Harmse in Mabengano (2003:42) stated that internal factors have a bearing on the employee's diagnostic skills, competent usage of the learned skills, lack of own interest and autonomy in judgments of their professional work performance and the maintenance of high standards within their behaviour and activities". Internal factors can be controlled by organisation such as selection and recruitment procedures, motivation and non-equity in salaries and wages. The following are characteristics of the factors that affect the organisation within:

2.6.6 Recognition and feedback

Recognition and feedback play a crucial role in motivating employees. Recognition is a way of empowering an employee to increase the organisation's productivity and boost their morale. Feedback is the information of previous behaviour, which helps the recipient improve or adjust current performance; and given to recipients after their behaviour (Chowdhury & Kalu, 2004:243-247). However, performance feedback improves technical and behavioural effectiveness of employees, which impacts job motivation. Performance feedback affects motivation via reducing the performance ambiguity, improving manager and subordinate relationships, making it easier to achieve goals, supporting the personal development and adapting to change (Kaymaz, 2011: 1).

There are many ways to award and recognise the achievements of an employee, and this can be done in the form of public acknowledgement to encourage others to do better. Recognition must not be delayed because it will lose its significance and value. Feedback may be referred to as the employee having done “a good or poor job,” in the workplace. But most of all management need to know why, where, and how feedback is important. Feedback is important because ultimately, feedback must be accurate, forthcoming timely to decrease staff turnover. Employees must know that their workplace efforts are recognised, hence recognition for a job well done is a primary motivating factor that induces employees to remain in their jobs (Mabengano, 2003:43)

2.6.7 Orientation process

According to Grobler *et al.* (2010:226), “orientation is a process by which employees are transformed from complete outsiders to participating and effective members of an organisation”. Orientation can be characterised into two forms:

- **Formal orientation:** official orientation supported by the organisation at a set time
- **Informal orientation:** unofficial and unplanned orientations by an individual or co-worker.

New employee needs to familiarise themselves with the orientation programme, to acquaint themselves with their job functions by acquainting themselves with guidelines, organisational rules, their co-workers and superiors (Grobler *et al.*, 2010:13). Rodney (2007:32) stated that solid orientation provides new employees to have a clear impression of the workplace and this, in turn, helps to improve employee confidence and comfort. Orientation must include information about policies, working conditions, organisational goals, potential for career advancement, compensation, job description and job design.

“The orientation process can reduce the difficulties encountered by new employees through effective socialisation programmes” (Grobler *et al.*, 2010:343). Many new employee face feelings of tension and uncertainty at the early stage of their new employment. It is, therefore, important for each new hire to go through the induction process because it helps to clarify, define, and provide a rationale for the aims, objectives and goals of the organisation. This, in turn, will lessen the pressure from doing their new job and the expectations associated with this.

According to Grobler *et al.* (2010:229), orientation is a time-consuming exercise, and comes with benefits such as higher job satisfaction, lower labour turnover; improved safety; greater commitment to values and goals; increased performance as a result of faster learning times, fewer costly and time-consuming mistakes, reduction in absenteeism, better customer service through heightened productivity; improved manager/subordinate relationships, and a better understanding of company policies, goals and procedures.

2.6.8 Promotional opportunities

Promotional opportunities offer career advancement and career growth, which can include increased responsibilities, higher pay and seniority in an organisation (Bajpai & Srivastava, 2004:89-99). Employees tend to look for the organisation that offers fair promotion and unambiguous policies (Robbins, 1989:152(a)).

For an organisation to equitably, promotions need to be an integral part of the organisation's approach. Each worker wants to climb the organisational ladder in terms of compensation and position. According to Robbins (1989:152(a)), it is essential to have consistent procedures and standards for advancement and this should be clearly defined in HR policies.

In many organisations, promotion is based on performances and seniority. However, many employees expect to be promoted when they excel at work and promotion guidelines are employed to promote that individual. The evaluation system should be consistent with being able to identify high performing staff. The researcher acknowledges that the promotion-based-on-seniority approach does not necessarily provide a better candidate; but instead, there is a need for evaluation processes for qualified staff, based on the merit to ensure that the right candidate is promoted (Mabengano, 2003:46)

Promotional opportunities, and outcomes can motivate or decrease the morale of employees (Friday & Friday, 2003:426-442). If the promotional opportunity is viewed as fair and consistent with agreed standards, the employee tends to be motivated; but when employees view promotional opportunities as unfair, it can be a factor which leads to staff turnover (Pergamit & Veum, 1999:21). Promotion opportunities should ensure equity policies and procedures. Promotion opportunity should be done in a way, which ensures the attainment of goals by promoting

employees with the right skills and the ability in the right position. Given the information above, employees' turnover rate can be impacted by internal human resources promoting practices.

There should be an equitable mix of seniority considerations as well as identifying ambitious new talent, to ensure that innovation and creativity are also considered when promotion decisions are made within the organisation. A promotion that is fair and justified encourages staff commitment. Promotions must be justifiable, consistent, fair, and rewarding as much as possible to avoid employee staff turnover.

2.6.9 Pay structures

According to Hassan (2014:124), pay level and rewards satisfaction is a primary concern to employers and employees. Despite that, the structure for compensation or money is viewed as a factor of less value or not important in staff turnover, the perception of fairness is vital in achieving job satisfaction. The Roads Authority should give its employees' remuneration packages that making achieving job satisfaction possible as per the Roads Authority Job Evaluation and Remuneration Policy. Worker also recognise that in reality, they left their job because of better prospects or the new job somewhere else.

In the business world, a persuading factor is claimed to be money by numerous workers, and some have acknowledged that it is also true concerning social services delivery. Money is a crucial factor because it fulfils the employee's economic needs. According to Hassan (2014:124) pay is important for all employees because it us used to satisfy their economic needs. Attitude towards money is an individual trait, hence the relative nature of money, suggests that there is no set pattern concerning its value in terms of motivation. Many factors determine whether an employee will leave, not only because of remuneration. Some workers leave their current place of employment because of opportunities that satisfies their interests, goals and aspirations.

Luthans (in Curran, 2012:17) suggests that wages and salaries are recognised to be a significant, complex, multi-dimensional predictors of job satisfaction. Money alone does not only satisfy the basic needs of individuals, but it is instrumental in determining the employee behaviour and attitude (Hassan, 2014:124). Baakile (in Hassan, 2012:124) stated that "pay satisfaction and its relationship is necessary to understand staff turnover because pay satisfaction can potentially have either positive or negative consequences"

If employees are not satisfied with the reward of their efforts, they tend to leave in search of better salaries in other organisations. “People who dislike or are not satisfied with their jobs will try to find alternative employment” (Spector, 1997:62). Employees believe that remuneration reflects how management views their contribution within the organisation, so with the presence of unequal remuneration, employees become demotivated, which is a major factor triggering high staff turnover. If compensation and benefits package of the organisation are not similar to those of their competitors, employees are likely to leave for greener pasture e. Lower and non-competitive employee pay is remains an often reported as factors that detracted from overall job satisfaction” (Grobler *et al.*, 2010:131).

The author suggests that that organisation should offer benefit plans that include both economic and social aspects as per the Roads Authority Remuneration Policy and Job Evaluation policy. Payment structures that include a plan for pension, contributions to social security, compensation for unemployment, compensation benefits for disability, insurance programmes for life and health, tend to motivate and increase employees’ commitment, which is the best strategy to retain employees in the organisation (Mabengano, 2003:49). There must be the implementation of fair pay and a reward framework to avoid staff turnover (Garrison, 1997:243)

2.6.10 Supervision and management.

Supervision involves coaching and mentoring in the workplace. This includes helping employees improve their performance by explaining the work policies, procedure, and best job-related practices. Good supervision implies a supervisor who is helpful, fair, effective, and competent. In doing so, supervisors and managers motivate employees by paving the way for better results. It helps to reduce all obstacles and impediments that hinder employees from attaining organisational goals through the main driving force of the supervisory relationship. Characteristics of a good supervisor include:

- Problem solving skills
- Good listening skills
- Effective coaching and training abilities

According to Grobler *et al.* (2010:131), poor supervision can be characterised by incompetent, uncaring and insensitive supervisors that and seem to have the have negative effects on employee

job satisfaction. Poor supervision is often biased, resulting in perceptions of unfair treatment by supervisors. When supervisors are thought to be unfriendly, and non-cooperative, this can provoke increased levels staff turnover.

Employee treatment and supervision often determines whether they remain with their current employer. Supervision and management style often determine attitudes and behaviour with supervision, having the biggest impact on staff turnover and job satisfaction. Employees' perceptions reveal that when their employer meets their needs, they tend to stay in the name of complementation and reciprocation (Eisenberger, Armeli, Rexwinkel, Lynch & Rhodes, 2001:42–51)

The research highlighted that supervisors should have adequate management and leadership capacity and skills. The relationship between the supervisor and supervisee is important in any workplace because the organisation's performance and production depend on the success of this relationship (Mabengano, 2003:50). The supervisor must handle the disciplinary and grievances procedures effectively and give timely, informative, and constructive feedback to encourage skills development for employees and job satisfaction.

According to Borstoff and Marker (2007:14-27), an employee's decision to stay with their current employer often depends on their relationship with management. Managers possess a power that is derived from authority, and that controls their subordinates and determines whether they remain at their current place of employment. The length of time of the relationship between the manager and employees often determines if the employee is committed to achieving organisational goal (Dobbs, 2001:1)

The process of management and its functions include organising, planning, leading, and controlling processes in an organisation. Managers are portrayed as people who get things done through others. For a manager to achieve expected organisational objectives and perform their duties effectively and efficiently, they are required to be skilful and knowledgeable. Managers are the foundation of the organisation; they hold the organisation together. According to Taylor, (2002:26-31), subordinates prefer a manager that understands their needs, who inspires them and treats them respectfully, in participatory efforts to accomplish organisational goals together. This will lead to job satisfaction and a reduction in staff turnover. Most managers are provided budget

allocations and are required to be effective and efficient to reach the organisations objectives and goals.

According to the researcher, leaders should engage in continuous training to update and upgrade their skills to remain innovative, technologically proficient, and forward thinking in the workplace. to be successful and maintain a successful work environment. Managers who strive to be better every day and who are supported by their subordinates are likely to encourage staff to stay and employees who raise their concern by taking part in decision-making that affect their job are likely to remain with their employer (Chieffo, 1991:15-25). As cited in Aamodt (2004:107-111), Bishop and Scott stated that there is a link between job satisfaction and decision-making that has the potential to decrease turnover rates and service delivery.

2.6.11 The job

A job is a task or activity given to the employee by the employer that must be completed within a certain time. The nature of the job has an impact on job satisfaction because it depends on who does the job, those who enjoy their job tend to stay with their employer because they are interested (Aamodt, 2004: 326). Jobs are classified into titles and specialisation, and the following goes hand in hand with every job such as responsibility, accountability, and authority. All jobs should conform to the following:

2.6.11.1 Job description

According to Mabengano (2003:72), job description clarifies the job content and how the job can be performed. “Job description is a written summary of task requirements for a particular job” (Grobler *et al.*, 2010:165). The job description shows what the job entails such as location, job titles, job location, equipment, and tools to be used, forms and material to be used and working conditions.

Job descriptions are important documents for both employer and employees:

- It gives a clear and detailed work expectations
- It outlines clearly what the job roles, responsibility and the accountability structures
- It is a baseline to measure job performances and training needs.
- It serves as a foundation document to the entire human resources processes, involving performance appraisal, recruitment and selection, and compensation decision.

2.6.11.2 Job specification

Job specification includes requirements for the job to be performed in a defined manner. Skills and experience that an individual possesses to execute the work functions are referred to as job specification. It entails capabilities that an employee must possess, including training, education, experience, physical effort, judgement initiative, communication skills, emotional characteristics, and physical attributes.

Job specifications helps a candidate to ascertain if they are eligible to apply for a job. It also helps recruitment teams understand what qualities and the qualifications an eligible candidate should possess. As indicated by the researcher, the factor that is exceptionally significant in staff turnover is a job, since it is very difficult to remain in an occupation if you detest the work you are doing. Quite often, staff claim to detest their jobs when in fact, they simply hate doing the job for their current employer. In short, staff may detest the people they are currently doing the job for, but they love the work (Mabengano, 2003:53).

2.6.12 Coaching

Coaching is a programme used to enhance employee's education, emotional and life abilities by imparting the necessary skills and knowledge to individuals. It can be either on or off the-job training; however, the focus remains on equipping individuals' necessary skills and knowledge to increase their capacity to perform their work duties effectively. This process ensures effective execution of tasks by workers. Concerning staff turnover, employees who are coached tend to remain in the organisation. This can be considered as a result of increased commitment and motivation brought about by coaching and employee development.

Mabengano (2003:55) stated that supervisors should be avail themselves to answer questions, correct errors before they become habits, provide motivation, continuous monitoring of employee progress, and be able to ascertain if job duties require detailed training programme or informal capacity building initiatives.

There are benefits that can be gained by providing coaching for managers, supervisors, and employees. The advantages were identified as follows:

- Improved performance
- Personal growth opportunities

- Avoiding managerial obsolescence,
- Updating employee's skills levels
- Solving organisational problems.

Employee coaching has significant advantages. Coaching of employees promotes favourable co-operation, attitude, and loyalty; ensures personal (employee) development, reduces the number of accidents at work and cost incurred in addressing accidents. It also improves standards of performance, which directly influences productivity and ensures that the organisation responds to changing consumer demands and dynamic market conditions.

2.6.13 Training

Training is a programme used to enhance employee's education by imparting the necessary skills and knowledge to individuals. Training can be accomplished through on-the-job training, in-service training, job rotation and formal training. The researcher highlights that through coaching, staff turnover can be minimised because exceptionally trainable and qualified employees are a good investment in any organisation as long as they stay and find the opportunity to actualise what they have learnt during their learning process or coaching.

Using training models such as the ADDIE Instructional Design Model that ensures analysis, designing, and development and implementing of a training programme, employees will be well equipped with enough skills and knowledge to execute their work. This model ensures that employees get feedback about training progress. To improve and increase productivity, effectiveness and efficiency in an organisation a supervisor is responsible for ensuring the type of training needed for their employees. In addition, the supervisor must know which employees are eligible for undergoing such training. According to Curran (2012:57), training of that nature is needed in every organisation, "Managers should promote the benefit and importance of training and should encourage staff to set training goals." The author further stated that between development, retention of staff and training, there is a strong link.

2.6.14 External factors

- External factors are variables that affect employees outside the organisation. These variables are linked to the working environment or to the job itself. Mabengano (2003:56) mentioned that "those external factors that are related to the job itself and are either easier

to separate from the work than the internal factors, or they are easier to change”. There are external factors that influence staff turnover such as organisational culture, seniority, market and labour determinants and economic hardship.

2.6.15 Social interactions

Mabengano (2003:57) stated that” if social interactions are not desired then staff turnover can increase”. The individual’s value is influenced by the quality, quantity, mental and physical isolation, or social interaction. Social interaction is a complex issue, that suggests that when there is infrequent social interaction among employees it can result in ineffective communication, and this can lead to job dissatisfaction, and can increase staff turnover because employees will tend to be lonely, bored and experience a lack of social bonding with others.

Employees tends to remain with their employer because of social interactions and relations. The ideal approach to earn the respect of colleagues is through social interaction, thus increasing the chances of colleagues’ need to intermingle with others to feel confident and build higher self-esteem. Social interaction also encourages employees to communicate with trusted colleagues about matters related to their personal and professional challenges will make it easier to solve such problems leading to a reduction in stress and depression. The researcher believes that social interaction would encourage staff to develop a positive outlook in life rather being negative.

It must be acknowledged that each employee in any organisation is equal regardless of their colour, gender, race, political affiliation, or ethnic group and are entitled to equitable treatment. Everybody should be treated equally to sustain work and social relationships, which will lead to a decrease in staff turnover.

2.6.15.1 Organisational culture

Many organisations want to grow and develop following the demands of ever-evolving business environments (Bosomtwe, 2015:1). As a result, organisations are defining values, mission and vision that create the sense of who they are and what they stand for, as well as developing a committed workforce Bosomtwe (2015:2) In addition, it defines organisational culture as a company asset that can increase business performance and influence work attitudes. According to Darmawan (in Hakim, 2015:2) organisational culture is known as a set of values, beliefs, and

attitudes that are generally practised by members of the organisation to develop an organisation that has the competitive advantage of being value-based.

Furthermore, Dwirantwi (2012:2) added that organisational culture is the attitudes, experiences, beliefs, and values of the organisation, acquired through social learning that control the way individuals and groups in the organisation interact with one another and with parties outside it (Dwirantwi, 2012:2). On the other hand, culture in the workplace is an invisible but powerful force that influences the behaviour of people and dictates how they dress, act and perform their jobs. This implies that every organisation has its own, unique personality and is consciously and deliberately cultivated and passed on to new employees (Dwirantwi, 2012:2). The most important thing about culture is that it is the only sustainable point of difference for any organisation as well as the glue that binds an organisation together (Rick, 2015:2).

An organisation's culture may make that organisation more or less of an attractive employment prospect to different individuals based on each person's value structure as people tend to seek out and self-select organisations that epitomise their values and morals (Emerson, 2013:3). Thus, organisational culture has important effects on the employees' behaviour.

Organisations that employ individuals with different needs and characteristics have different significance and impacts on staff turnover. If the organisational culture is favourable or if it addresses employees' needs, the staff turnover rate tends to be reduced. In addition, if the organisational culture is not addressing employees' needs, employees tend to be demotivated and consequently leave the organisation. What is critical here is that the employers should attempt to match their needs to that of the employees to enhance employees' motivation. Contingent approaches can be a suitable approach to enhance a positive organisational culture.

2.6.15.2 Seniority

Seniority suggests the status employees gained over time to promotion and the length of time spent by an employee working for an organisation. According to Grobler *et al.* (2010:185), "employees with the most seniority is often favoured to receive promotions". Seniority affects the decision employees make on whether or not to leave their job" (Mabengano, 2003:59). The chances are good that seniority expands work fulfilment and encourages staff to excel.

2.6.15.3 Market and labour determinants

Market and labour factors are made based on supply and demand ratios for particular kinds of occupations and local economic conditions and professions in that labour market. The two sides of the market comprise the supply and demand. Hussey (in Mabengano, 2003:59–60) “the supply comprises all the enterprises competing for consumer patronage and the suppliers offering all kinds of products and services”.

When there is high competition to find suitable candidates with relevant skills in labour markets, employers tend to motivate employees to retain scarce human resources. However, when the skills are in abundance in the labour market, and many people are seeking jobs, employers tend not to put more emphasis on retaining, motivating and training human resources. Labour market conditions, job opportunities, employment systems, transportation, cost of living, society’s economic development level, enterprise property, education, housing and health care facilities; all influence staff turnover (Huang & Huang 2006:153–155).

The researcher believes that labour and market determinants are an especially important part of staff turnover because the choice to leave one’s employer depends on what is accessible in the labour market (Mabengano, 2003:65).

2.6.15.4 The economic hardship

The country’s economic condition also has an impact on staff turnover. When the country is facing economic hardships, some organisations close and the production and clientele are affected. In such situations, companies terminate employees’ contracts to adjust to the economic hardships of the country. This leads to involuntary staff turnover, where employees are retrenched because of external factors. However, when a national economy is flourishing, new businesses tend to venture into labour markets and reduce the number of skilled labours in labour markets. When this happens, organisations tend to employ possible strategies to retain employees in the company. Given the above scenario, the economic climate has a significant influence on staff turnover (Mabengano, 2003:59-60)

2.6.16 The building of meaningful relationships

Building meaningful relationships is based on mutual understanding, empathy, and trust, and is regarded as essential components in reducing employee turnover. Transformational leadership style has been found to be most effective in staff retention (Martin 2015:51).

The four constituents of the transformational leadership model include individualised consideration, idealised influence, inspirational motivation, and intellectual stimulation (Bass, 1985:7). The component of individualised consideration involves the formation of meaningful relationships that focus on employee development. Schaefer (2015:15) stated that the creation of meaningful relationships has allowed for counselling to be offered by managers, helping workers cope with challenges that originate outside of work environments that tend to impact their performance within the firm negatively. Managers help their employees work through difficult issues can create an environment of trust and loyalty that could be beneficial for obtaining employment. Individualised consideration is a useful strategic component for reducing employee turnover.

2.6.17 Competitive compensation and benefits

Lin (2014:15) argued that to decrease employee turnover, competitive compensation and worker benefits that meet the cost of living, they would be more inclined to remain longer with the company. Hence, the implementation of wages above the minimum industrial rate might be a useful strategy for improving employee retention. Giving competitive benefits may help to retain employees, increase employee motivation, productivity and reduce turnover.

2.6.18 Employee empowerment and motivation

Employee empowerment and motivation are essential strategic components for improving worker retentions. Employees should be motivated and encouraged to share their ideas and provide feedback to management. Holstad, Rigotti, Korek and Mohr (2014: 53) stated that transformational leaders motivate followers by communicating a clear vision that serves to empower and inspire subordinates. Bass (1985:7) posited that the transformational model consists of inspirational motivation, intellectual stimulation, idealised influence, and individualised consideration.

2.7 SUMMARY

This chapter looked at existing literature related to labour turnover, reasons for labour turnover, theories of work motivation and organisational theories. The chapter summarised the effects of labour turnover on the organisation and employees as well as strategies needed to overcome this challenge. In the next chapter, the study discusses the research methodology.

CHAPTER 3: RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

The chapter is composed of the research design, the population, and the study sample. The research instruments used in collecting information, including how they were distributed to respondents was outlined. Research ethics and how data was analysed formed part of the chapter.

3.2 RESEARCH DESIGN

Research design can be considered as the research structure. It is the glue that holds all elements in a research project together. In short, it is a plan of the proposed research (Akhtar, 2016:68). The researcher used a descriptive research design. A descriptive study is concerned with the attitudes or views of subjects towards something (Akhtar, 2016:76) and answers the questions, who, what, where, when, and how of the current situation (Akhtar, 2016:75). Descriptive designs are concerned with gathering information from a sample of the population, through structured observation, questionnaires, interviews and surveys and this study focused on the workers of the Roads Authority in Windhoek. Quantitative research methods were used to gather data from respondents.

Quantitative research methods deal with numbers and anything measurable in a systematic way like phenomena and their relationships (Kumar 2005:71). The objectives include answering questions on relationships within measurable variables with an intention, to explain, predict and control a phenomenon. The method involved the use of questionnaires given to employees of the Roads Authority as a hard copy. The questionnaire was designed into two sections, which consist of Section A, and B. Section A covered demographic information while Section B covered the causes of high staff turnover and the effects of high staff turnover. The aim of section A was to determine whether the demographic information has an impact on staff turnover and section B were information deducted from the literature review, legislation and other information regarding staff turnover. A quantitative survey method was used to capture employee turnover through a five-point Likert scale ranging from strongly agree to strongly disagree.

3.3 POPULATION

A research population is generally a large collection of individuals or objects, which is the focus of a scientific query. The target population for this research was the 120 employees of Roads Authority, including some former employees.

3.4 SAMPLE

A sample is part of a whole or a subset of measurement drawn from the population and includes a selected group of elements from a defined population” (Bless & Higson-Smith, 2010:37). The study sample consisted of eighty-six (86) participants. Chuan (2006:85) argued that from a population of 120, a sample of 86 is appropriate, which comprises fifty (50) current employees, thirty-six (36) former employees of the Roads Authority. The sample comprised of six senior management officials, eight junior managers and thirty-six general employees working at the Roads Authority and former employees of the Roads Authority. Six employees of Roads Authority were interviewed. The researcher has used the Krejcie, Morgan and Cohen statistical power analysis to determine the study sample. This model is determined by three factors, the effect size, sample size and the level of statistical significance. It is important to use this model when studies involve many subjects to avoid false conclusion, and unnecessary waste of resources.

The sample of current and former employees helped the study obtain information about problematic issues affecting the organisation and how these matters can be improved. Their views can improve the Roads Authority and similar organisations NHR decision making. The responses from the questionnaire can assist the Roads Authority to tackle the issues that are viewed as the cause of the rise in high staff turnover in the organisation and to take the appropriate measures on how to mitigate these human resource challenges. The views of the former employees helped the researcher confirm the labour conditions that forced many employees to resign.

3.5 SAMPLING TECHNIQUES

Purposive sampling was used because of its validity when targeting specific groups, in this case, workers at the Roads Authority. The researcher did not only make use of the population that was readily available but looked for participants in a more representative manner within the Roads Authority. The sample size is typically small, and respondents are selected to fulfil a given quota.

Purposive sampling, which is also known as judgmental, selective, or subjective sampling, is a non-probability sampling technique. This sampling technique was used in the study because of its validity when targeting specific groups, in this case, the Roads Authority in Khomas region, where participants were easily accessible to complete the study. To overcome this, the researcher looked for participants in a more representative manner within the Roads Authority by taking samples in different departments in the Khomas region.

Survey research involved administering a questionnaire to collect required data deemed suitable for the study. The merits of using a questionnaire include costs savings in time and financial resources, as compared with personal interviews; making the potential bias of interviews avoidable; it can be administered to a large group, and respondents can answer the questions in the order they prefer and can skip a question and include comments.

Researchers have highlighted that when using a questionnaire, participants are not prompted to give answers immediately, but instead, they can answer in their own time. “The other strength of using a questionnaire is that anonymity and privacy are guaranteed as no names are recorded” (Henning, Van Rensburg & Smit, 2004:78).

3.6 RESEARCH INSTRUMENTS

The researcher used both primary and secondary data. The questionnaire was the main instrument used to collect data from participants in their natural settings; that is, current employees and former employees of the Roads Authority. However, data collection methods gave a full description of the research concerning participants involved. The quantitative approach allowed the researcher to be more reliable and objective, because using statistics to generalise a finding often reduces and restructures a complex problem to a limited number of variables. The approach looked at the relationships between variables and established the cause and effect in highly controlled circumstances and tested theories or hypotheses.

3.7 DATA ANALYSIS

Excel was used for the coding of variables in the quantitative research and was critical for better interpretation of results. The results were translated into tables and pie charts. The responses from the questionnaires were presented using tables, figures and pie charts and analysed using content

analysis. Therefore, the study ensured that the data was collected, presented, analysed, and compiled logically to provide meaningful and complete information.

3.8 VALIDITY AND RELIABILITY

Gerber and Van Dyk (2003:145) posited that “validity is the degree to which results obtained from the analysis of data represent the phenomenon under study and is also a test that measures what is intended to be measured”. According to Maree (2016:242), “reliability is also defined as the extent to which a measuring instrument is repeatable and consistent”. Lastly, the researcher used triangulation methods to assure validity, through checking and piloting. The researcher used the technique of triangulating the data; “thus triangulation is the use of multiple methods such as data collection strategies and data sources, for more complete pictures related to the study and to cross-check information” (Gay, Mills & Airasian, 2012: 37). The questionnaires were given to five people for pilot testing, to surmise through feedback on the validity of the study, and as a means to identify whether the open-ended questions were too long or too short, too easy or too difficult (Ibid).

3.9 RESEARCH ETHICS

The following human rights were observed, that is, the right to protection from discomfort and harm of participants and no use of children in the research process. This study followed all the relevant ethical principles, considerations and guidelines as expected of everyone conducting a research study, such as: obtaining permission from the relevant authorities like as the Roads Authority. Current and former staff members were informed of the intention to conduct research. The researcher handed out the consent agreement forms to all participants. These forms spelt out all relevant ethical issues, such as consent, informed consent, risks and harm, benefits, confidentiality and anonymity, voluntary participation and withdrawal as well as respect for the participants.

The study assured that the participants’ responses were treated with confidentiality and anonymity and that their participation was voluntary and that they could withdraw freely from participating in the study of this research at any time. The participants were also assured that the data collected was to be used for the research purposes only and that it would be stored safely and would be discarded upon the completion of the study.

3.10 SUMMARY

The chapter focused on the methodology that was used to conduct the study. It also explained different methodologies, such as research design, population, data collection tools, data collection procedures and presentation, and analysis procedures.

The study also outlined, the various research instruments used in the study, namely document analysis and questionnaires. The next chapter is concerned about the research presentation, analysis and discussion about the causes and the effects of staff turnover at Roads Authority.

CHAPTER 4: DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 INTRODUCTION

This chapter focuses on the presentation, analysis, and discussion of the causes of high staff turnover in the Roads Authority. The findings concern the questionnaire that directed the study and was designed for the senior management officials, junior managers and general employees working at the Roads Authority as well as the organisation's former employees.

4.2 RESPONSE RATE

According to Saldivar (2012:3) response rate means the percentage of individuals who responded to an administered survey. Thus, if 100 people were asked to complete a survey and 60 did so, the basic acceptable response rate would be 60%. This study accomplished a 100% response rate on the administered questionnaires. The total number of questionnaires sent to the respondents was 80 (as shown in **Error! Not a valid bookmark self-reference.** below). Of the 80 questionnaires distributed, 74 were filled out by both current employees and former workers. This response rate is significant; because getting the right number of responses for the total population means that the results are transferrable to the whole population, not just isolated beliefs. Former employees' ideas were investigated concerning staff turnover in a bid to understand the rationale behind their employment termination and to suggest possible solutions that could be implemented by the Roads Authority to decrease high staff turnover.

Table 4.1: Response rate: Questionnaires

Total Questionnaires distributed	80
Total Questionnaires returned	74
Total spoiled	6
Percentage of response rate	100%

Table 4.2: Response rate: Interviews

Interviewees	6
Percentage of response rate	100%

4.3 AGES OF RESPONDENTS

The results about the age group of respondents were categorised as shown in Figure 2 below

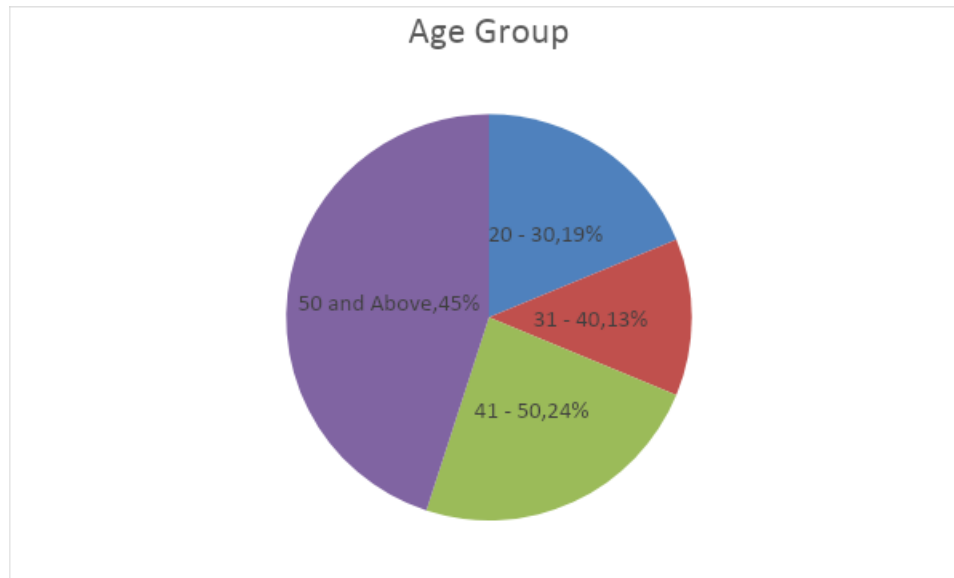


Figure 2: Age group

The majority (45%) of the respondents were in the age group *50 and above* – an age group with workers who are too old to switch from one job to another because they are nearing retirement; thus, they may not be attracted to any other employment opportunity other than with the Roads Authority. The second-largest age group of respondents (24%) were between 41-50 years old. In this age group, mobility slows down compared between ages 31-40 with 12%. The age group of respondents between 20-30 was 19%. This age group of respondents was important to the study because at this age, they are still building their careers and there is a lot more in their careers. This group may, for this reason, be able to provide authentic information about the labour turnover at the Roads Authority. The same age group may be affected by maturity and life experiences forcing them to change careers.

4.4 GENDER

Of the 74 respondents who completed the questionnaires, 61% were males, and 39% were females, as shown in Figure 3 below. However, the gender of current employees as respondents was sufficient to understand the rationale behind high staff turnover from a gender perspective.

Moreover, current employees helped to explain the phenomenon of staff turnover at the Roads Authority. “Regarding gender and organisational commitment, the research found that females had higher organisational commitment levels than males” (Alvi & Ahmed, 1987:267-270). According to Wagner (2001:158) women are risk averse in their character, they do not want to take unnecessary risk and when they do take, it is incremental. They may not want to risk moving from one job to another fearing to forfeit their pension. Thus, at the Roads Authority, there are many males who move away from their job to other job.

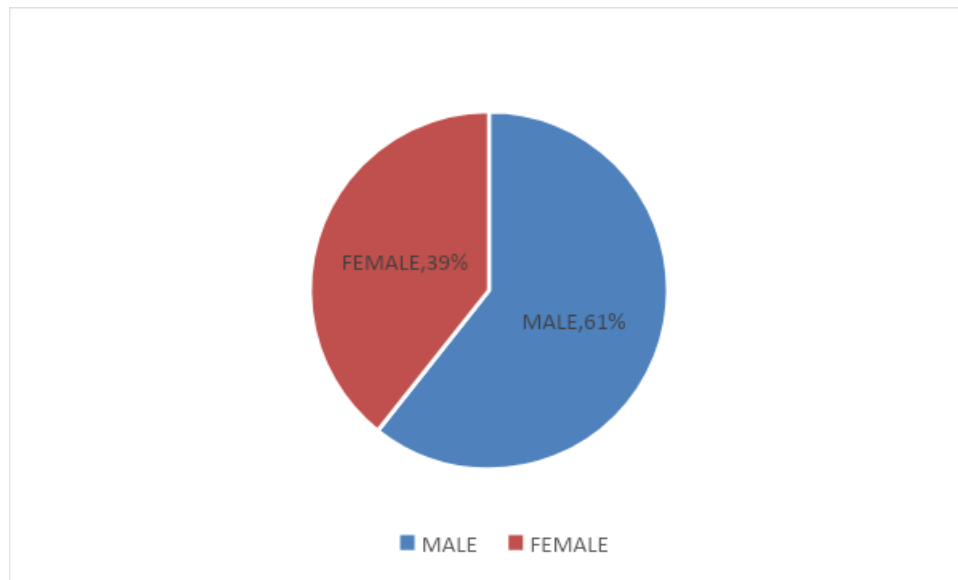


Figure 3: Gender of respondents

4.5 QUALIFICATION OF RESPONDENTS

The data collected from the questionnaires revealed that 33 of 74 participants in the study only had Grade 12 as their highest academic qualifications. This represents 44.5% of the total respondents. Twenty-three (31.1%) of the 74 participants had a certificate as their highest academic qualifications, while twelve (16.2%) of the respondents had diplomas. Only eight (10.8%) participants had at least a degree.

This is indicated in Figure 43 below. From the obtained results on the qualifications of respondents, it can be noted that those who participated in the study are more dependable in terms of the information that they have given is accurate and dependable

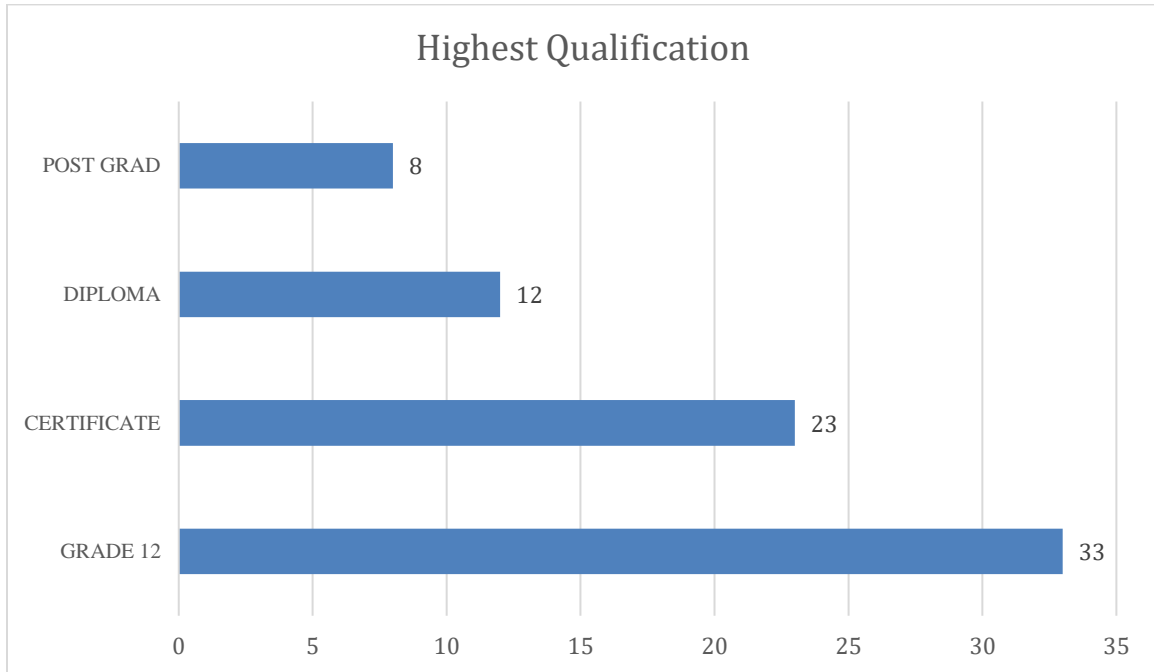


Figure 4: Qualifications of Respondents

4.6 LABOUR TURNOVER AT NAMIBIA ROADS AUTHORITY

4.6 DRIVING FORCES OF LABOUR TURNOVER AT ROADS AUTHORITY

4.6.1 Labour Turnover

The research findings revealed that 59 % of the 74 respondents agreed that there is high labour turnover while 15% of the respondents did not agree that there is high labour turnover at the Roads Authority (as shown in Figure 5 below).

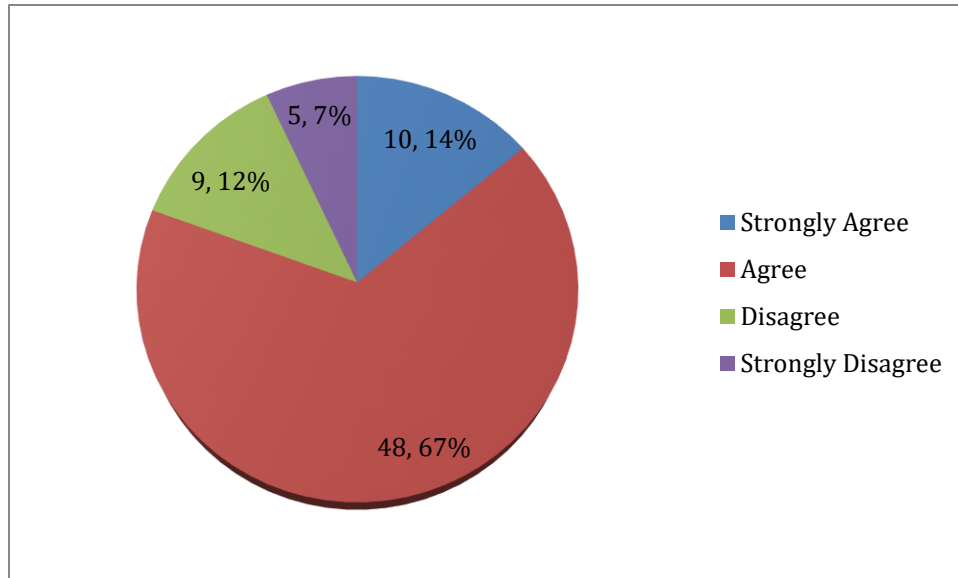


Figure 5: Labour turnover

4.6.2 Poor Salaries

The research objective was to examine the forces driving high labour turnover at the Roads Authority. The research findings revealed that the main cause of labour turnover was poor worker remuneration. The number of respondents who indicated this as a factor was 49% stating that employees are leaving the organisation because of poor salaries and work benefits, while 25% disagreed,(as shown in **Error! Reference source not found.** below).

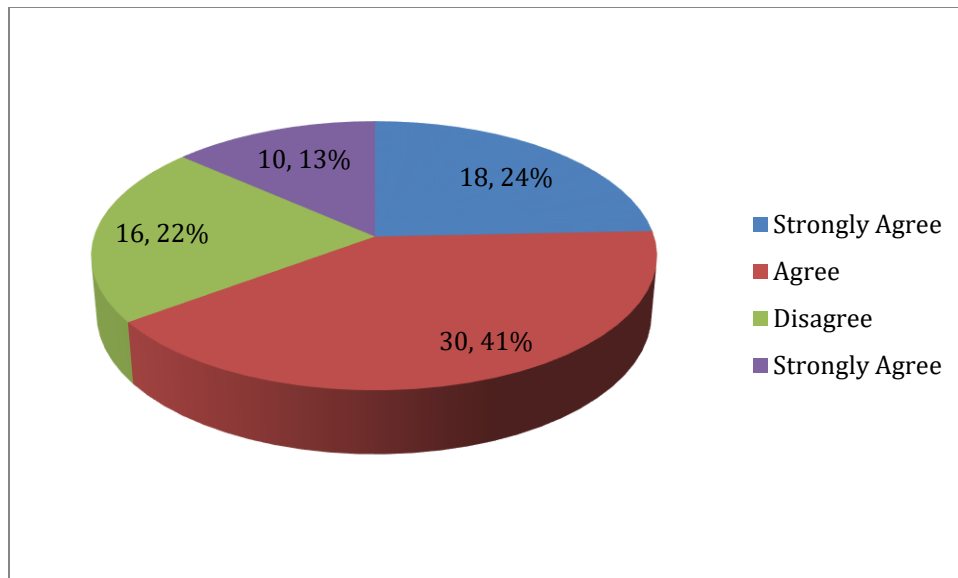


Fig 4.5 Poor salaries

Luthans (in Curran, 2012:17) stated that “wages and salaries are recognised to be a significant, but complex, multi-dimensional predictor of job satisfaction.” Money does not only satisfy the basic needs of individuals, but it is instrumental in determining the employee’s behaviours and attitude (Hassan, 2014:124). Baakile (in Hassan, 2014: 124) stated that “pay satisfaction and its relationship to intent to leave employment is a worthwhile link to be studied because pay satisfaction can potentially have either positive or negative consequences.” If employees are not satisfied with the reward of their efforts, employees tend to leave the organisation in search of better salaries in other organisations, “People who are not satisfied with their jobs will try to find alternative employment” (Spector, 1997:62). Employees believe that remuneration reflects how management views their contribution within the organisation, so with a failure to remunerate equally, employees end up demotivated, which is a major factor that triggers high staff turnover. If the compensation and benefits package of the organisation are not similar to those of their competitors, employees are likely to leave for greener pastures. “Low, uncompetitive pay is often reported as one of the things that detracted from overall job satisfaction” (Grobler *et al.*, 2010:131). As indicated by Shamsuzzoha and Shumon (2007:64-68), “one of the most common reasons given for leaving the job is the availability of higher-paying job”. The implication from this is that workers leave the present organisation to obtain better reward and benefits from different organisations.

4.6.3 Leadership style

The research findings showed that the leadership style at the Roads Authority is a driving force towards employee turnover. Forty-seven (47%) of the respondents disagreed that there is no problem in leadership style, while twenty-seven 27% agreed that leadership style at RA is not a problem as shown in Figure 4.6. According to Borstoff and Marker (2007:14-27), “an employee’s decision to stay depends on the relationship between the leader and the employee”. Managers possess power derived from authority, and that controls their subordinates, which determines whether they stay or not. The length of time of the relationship between the manager and employees will determine whether the employee is committed to achieving t organisational goals (Dobbs, 2001:1). According to Taylor (2002:26-31), subordinates prefer a leader that understands and knows them well, who inspires them and treats them fairly to accomplish organisational goals together. This will lead to job satisfaction and a reduction in staff turnover.

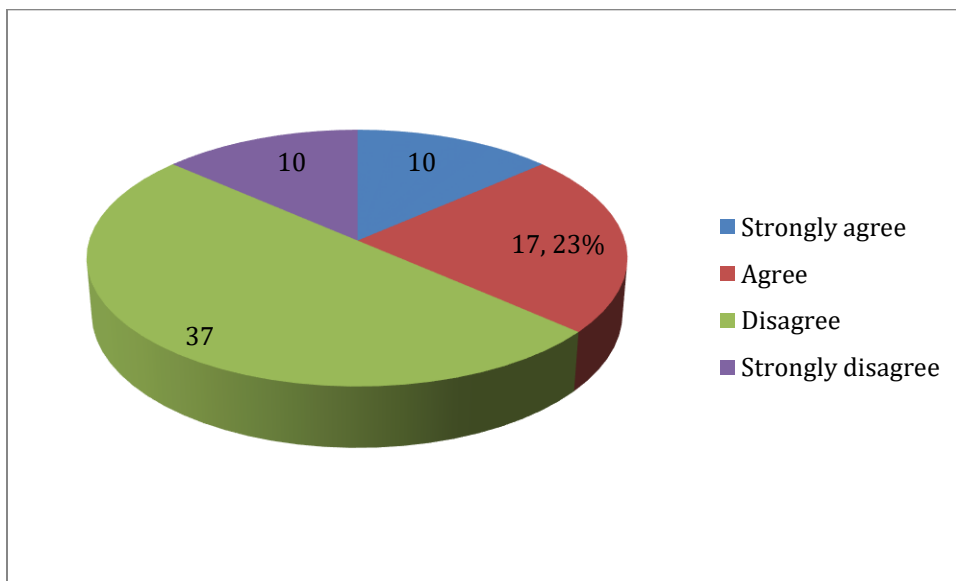


Fig 4.6 Leadership style

4.6.4 Lack of motivation

The research findings revealed 47% of the respondents disagreed that workers are motivated at RA. Twenty seven percent (27%) agreed as indicated on Fig 4.7. The results indicated that although RA introduced the performance management system workers are not motivated as indicated by study findings. Motivation is a force that drives the individual to act or to perform. Luthans, (1998:78) stated that “motivation is a process that arouses, energises, directs and sustains

behaviour and performance”. Motivation is a goal-directed form of behaviour, whereby the individual acts in pursuit of a certain goal and objectives. The driving forces behind motivation are unsatisfied needs. For staff to perform their duties and tasks efficiently and effectively, supervisors and management must ensure that their workers are well motivated, which will lead to job satisfaction and it will increase their need for fulfilment. The management of the Roads Authority should adopt motivation strategies propagated by Maslow and Herzberg. Furthermore, motivation benefits both employee and employer. The employee attains job satisfaction, career advancement and the fulfilment of their personal needs while the employer, achieves organisational commitment, better prospects of achieving organisational goals.

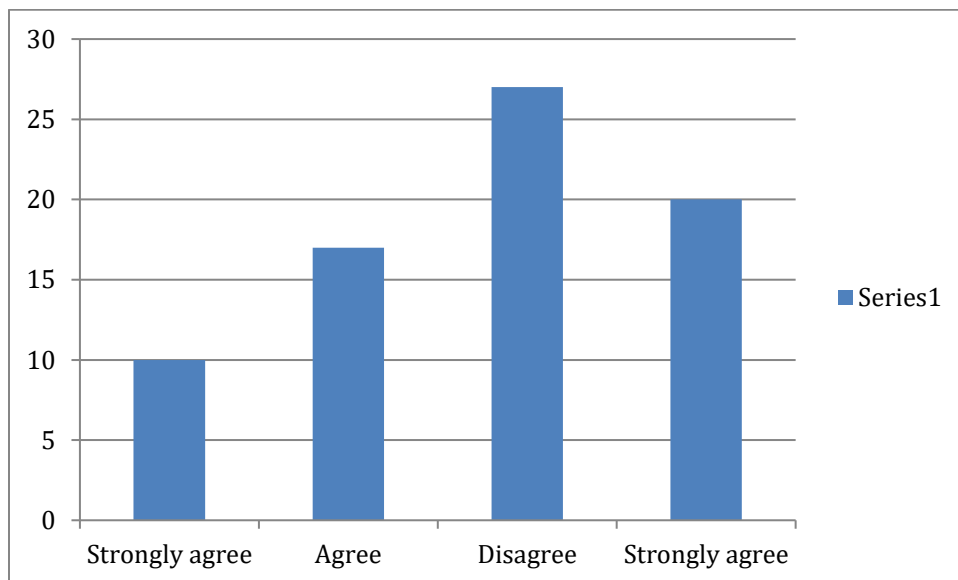


Fig 4.7 lack of Motivation

4.6.5 Lack of in-service training

The results of the study showed that (54%) of the respondents indicated that they have not received in service training at RA, while 20 % indicated that they have received in-service training (as

indicated in fig 4.8) The results revealed that workers leave the Roads Authority due to lack of job in service training. Training enhances the employee's skillset by imparting the necessary skills and knowledge to individuals. It can be off-the-job training or on-the-job training, but the main aim is to impart or equip individuals with the necessary skills and knowledge. This is a process which strives to ensure effective execution of tasks by workers. Concerning staff turnover, employees who are trained tend to be retained in the organisation (Mabengano, 2003:55). This is because of the motivation and the commitment fostered in them through training and employee development.

Training of employees has significant advantages for the organisation and employees. Training of employees promotes favourable co-operation, attitude and loyalty; ensures personal (employee) development, reduces the number of accidents at work and cost incurred in addressing accidents; it improves the standard of performance, which directly influences productivity and ensures that the organisation responds to changing consumer demands and dynamic market conditions (Mabengano, 2003:55). Additionally, the other advantages are improved performance, the satisfaction of personal growth, updating employee skills, and solving organisational problems.

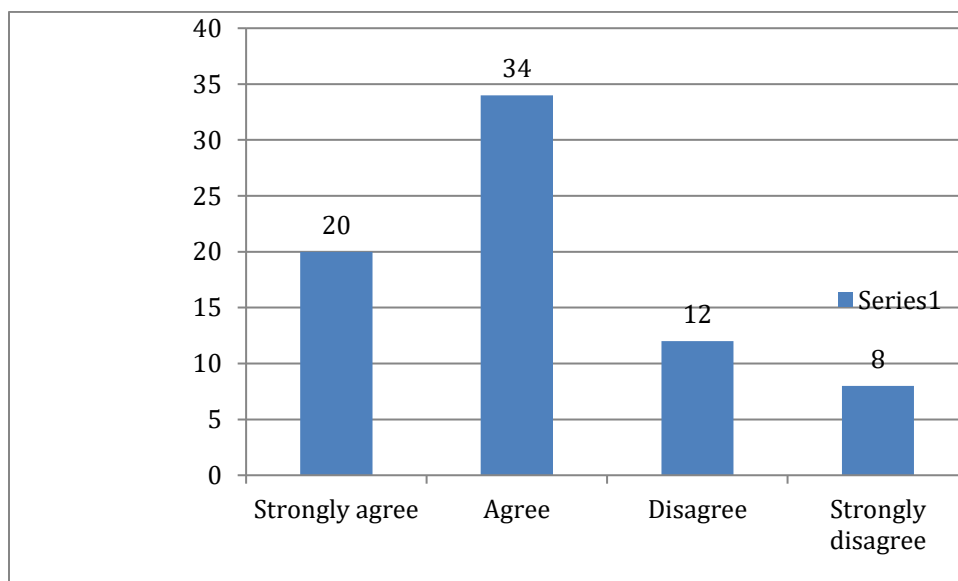


Fig 4.8 lack of in-service training

4.6.6 No job satisfaction

The results indicated that 59% of the respondents disagreed that they are satisfied with their job at RA, while 15% agreed that they are satisfied (as shown in Figure 4.9). The findings indicated that the Roads Authority does not provide an environment that stimulates job satisfaction for workers. The main reason being the management style is not very friendly to workers as well as the salary is regarded as low because of working during the night. One of the key factors prompting high staff turnover within an organisation is job satisfaction. It should be recognised that staff may have varying feelings regarding job satisfaction and their working environment. Aziri (2011:77) argued that the workers' attitudes and feelings may differ due to factors such as stability, salience, specificity, and objectives of the work. Aziri (2011:77) further highlighted that "job satisfaction is any combination of physiological, environmental and psychological circumstances that cause a person to truthfully say "I am content with my job". Thus, the Roads Authority is failing to satisfy the physiological and psychological needs of its workers, and as a result, they leave the organisation". Staff will be content with their job when the organisation genuinely uses their aptitude, capacities, learning and abilities, and when it provides advancement opportunities and rewards.

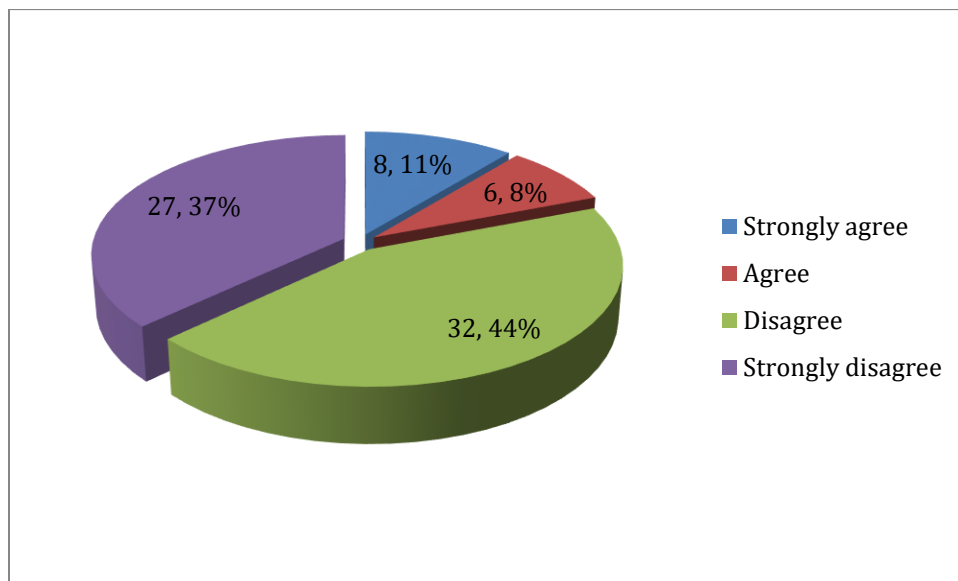


Fig 4.9 Job satisfaction

4.7 THE EFFECTS OF HIGH STAFF TURNOVER

The other objective of the research was to evaluate the effects of high staff turnover at the Roads Authority. The research findings revealed the following as the effects: costs of replacing new employees, termination costs, leaving social network of family, loss of fringe benefits, disruption of production and career training. Figure 6 below shows the response of participants concerning the effects of high staff turnover on the Roads Authority.

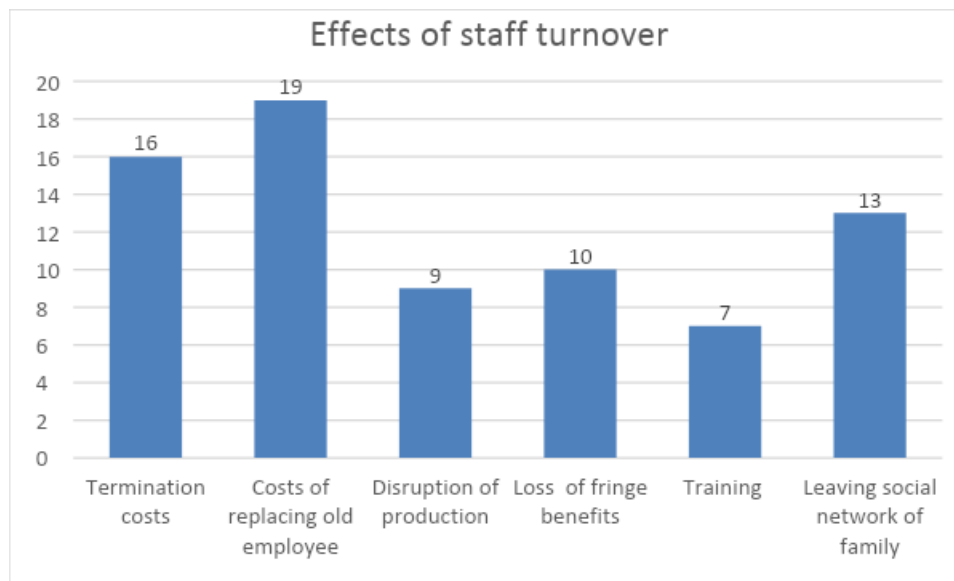


Figure 6: Effects of staff turnover

4.7.1 Costs of replacing old employees

The research findings revealed that 19 participants (25.6%) (see Figure 4.6), suggested that one of the effects of labour turnover are costs of replacing the old employees with the new ones. Staff turnover costs the organisation in many ways, such as time and money, as they attempt to replace employees who left the organisation. An organisation is forced to endure the financial burden when an employee leaves and must be replaced (Abbasi & Hollman, 2000:333-342). Mabengano (2003:31) stated that loss of productivity from vacant positions, the cost of educating new personnel, the expense of maintaining and filling vacancies are direct results of staff turnover.

4.7.2 Termination costs

The research findings revealed that 16 participants (21.6%) (see Figure 4.6) suggested the organisation will incur unexpected costs because of paying those workers who would have left before retirement age. The Labour Act, No 11 of 2007, stipulates that an employee be entitled to termination benefits. The Roads Authority incurs costs to compensate employees who leave for their time and services rendered to the organisation. Often organisations may incur greater costs in other ways such as the paying of unnecessary overtime to the remaining staff. Delayed production and customer service may also occur, which could damage the organisation's reputation. Employees may suffer from low morale caused by emotional stress and tension caused by the pressure of extra work from the job. Hodder and Stoughton (1999:55) stated that staff turnover affects the morale of staff remain in the workplace.

4.7.3 Leaving social network of family

Membership or affiliation needs inside and outside the organisation is referred to as social needs. One of the main psychological needs of employees within the workforce is peer-group acceptance (Grobler *et al.*, 2010:238). The individual's value is influenced by the quality, quantity, mental and physical isolation, or social interaction (Mabengano, 2003:57). The research findings revealed that 13 participants (17.6%) (see Figure 4.6) indicated that leaving one job for another may lead to the loss of the social network of the employee, a negative effect on workers who depart the Roads Authority.

4.7.4 Loss of fringe benefits

The research findings revealed that 10 participants (13.5%) (see Figure 4.6) suggested that some employees who leave their jobs without following proper procedures tend to lose their termination benefits. The Labour Act, No 11 of 2007, stipulates that any employee leaving employment should give one month's notice to the employer, before leaving the job, especially in the case of contracted workers. If employees fail to give the required notice before leaving the organisation, they forfeit their termination benefits.

4.7.5 Disruption of production

The research findings from 9 (nine) managers revealed (12.2%) of the participants (see Figure 4.6) indicated high labour turnover affects the level of production. The disruption of production takes

place due to incompetence when new employees are required to learn a new job, reduction of productivity during those weeks or months just prior to the replacement of the old employee. The time lag taken before replacing the employee will result in reduced production while the position is still vacant.

4.7.6 Training/coaching

The research findings from managers revealed (9.5%) (see Figure 4.6), indicated that most new employees would commence at reduced efficiency. The organisation would use money to facilitate the transition and the training of new employee. Maund (2001:135-136) also cited that "staff turnover has a negative side which is the expense of training new employees. When there is staff turnover, there will be a loss in productivity because there will be an interruption as the new staff tries to settle down and go through the training, orientation, and induction programme.

4.7.7 Service Quality

The study findings showed that decline in service quality is an impact of labour turnover on organization performance. In March 2017, the Namibian Sun newspaper reported that there are a lot of potholes caused by lack of maintenance in Namibia (Namibian Sun, 2017:1). Employee turnover can harm the overall productivity of an organization and it would act as a symptom for other major problems. The turnover may cause disruption, because the new worker needs to learn new job specific skills (Kwame et al., 2017:28). Furthermore, turnover may cause reduction in staff morale, decrease in the sense of loyalty or belonging to the company and finally loss of commitment to the workplace as well as providing quality service.

4.8 SUMMARY

The chapter covered the presentation and interpretation of research findings. Tables and graphs were used to present the findings of the research. The presentation was done according to the objectives of the research through questionnaires and information from interviews. Lack of competitive remuneration was one of the major causes of staff turnover among many others. Low productivity and costs of replacement were cited as some of the effects of staff turnover at the Roads Authority. Paying competitive salaries and satisfying employees were some of the suggested strategies to retain workers at the Roads Authority. The next chapter will cover the conclusion and recommendations of the research.

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

A summary of the research is outlined, and findings of the research are discussed and interpreted. The importance of analysing the labour turnover at Roads Authority were also discussed. The chapter ends with recommendations for further research.

5.2 DRIVING FORCES OF HIGH STAFF TURNOVER

The research objective was to establish the causes of high staff turnover. However, research findings revealed that the major causes were the leadership style, which is extremely poor as well as unsympathetic to the plight of workers. The driving forces include inadequate job training, limited worker engagement, lack of motivation, and poor remuneration packages. All the driving forces centre on the type of leadership at the Roads Authority. The management of the Roads Authority is divorced from its employees. They are not motivating them; hence, many employees do not stay, instead, they go to other organisations offering competitive salaries and wages.

5.3 EFFECTS OF HIGH STAFF TURNOVER

The findings revealed that the effects of high staff turnover include the costs of replacing the previous employee who would have left the organisation. Additionally, another impact includes disruption of production time during the absence of employees because they would leave the Roads Authority and time is wasted through recruitment and training. The consequent loss of experience due to the outflux of the highly skilled and experienced personnel from the organisation is detrimental to the Roads Authority. On the employee side, the effects include loss of fringe benefits and leaving the social network. The study findings showed that decline in service quality is another effect of labour turnover on organisational performance. Employee turnover can harm the overall productivity of an organisation and it would act as a symptom for some other problems, yet to be identified.

5.4 CONCLUSIONS

Based on both theoretical and empirical studies utilised in this study, it can be concluded that there is high staff turnover at the Roads Authority, which is greatly affecting the organisation's capacity for service delivery. It was found the study findings that inconsistent remuneration packages,

limited recognition and motivation strategies, create an environment that results in high turnover rates of employees at Roads Authority. The management of Roads Authority should develop an organisational culture that provides incentives leading to job satisfaction, teamwork, motivation, and mutual trust.

5.5 RECOMMENDATIONS

Based on the conclusions of the research, the researcher intends to put forward the following recommendations.

- It is recommended that the Roads Authority review its remuneration packages and offer competitive wages based on similar organisations remuneration packages, fringe benefits and training to employees to strengthen its employee retention capacity regarding its most valuable employees.
- It is recommended that Roads Authority build meaningful relationships with their employees, which is based on a mutual understanding, empathy, and trust, which is regarded as essential in reducing employee turnover. Transformational leadership style has been found to be most effective in staff retention (Martin 2015:51).
- It is recommended that the Roads Authority develop a clear strategy as per the Roads Authority Remuneration Policy and Job Evaluation policy to advance its employees in their career path and have a promotion and succession plan, which is a motivation strategy for staff to improve retention rates of its employees. There is a need for employee advancement, as this will improve their performance, which is essential in reducing staff turnover.

5.6 SUGGESTIONS FOR FURTHER STUDIES

This study focused on the causes and effects of high staff turnover in a parastatal, the Roads Authority in Namibia. Further studies can be carried out to investigate the causes and the impact of high staff turnover in other sectors of the economy.

Additionally, further studies can be done on reward management and remuneration policies of Roads Authority.

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Appendix A: Questionnaire

QUESTIONNAIRE

Dear Respondent,

I am a student at Stellenbosch University, studying towards a Master's Degree in Public Administration/Public and Development Management. However, I am conducting a study analysing the causes of high staff turnover at Namibia Roads Authority. I request you to kindly fill the questionnaire below and assure you that the data generated shall be kept confidential.

SECTION A

Please **Tick** in the box for the appropriate answer and **Write** your responses in the spaces provided:

1. Age group:

20- 30 31- 40 41 – 50 50 and above

2 Gender:

Male Female

3. Qualifications:

Grade 12 Certificate Diploma Postgraduate

Section B

Write you response on the blank space

In respect to the driving forces of labour turn which of the following statement best describe your response?

May you kindly indicate by ticking or putting X the extent to which you agree or disagree with the statements in each number		Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
4.1	There is labour turnover at Roads Authority					
4.2	In service training is often done at RA					
4.3	My salary is poor compared to other state-run institutions.					
4.4	The leadership style is not a problem at RA.					
4.5	Workers are motivated at RA.					
4.6	I am satisfied with my work and have future prospects at RA.					

5. In relation to the effects of high staff turnover at RA

What are the effects of high turnover at Namibia Road Authority? Write the effects on the spaces provided.

Appendix C: Letter of consent



UNIVERSITEIT•STELLENBOSCH•UNIVERSITY
jou kennisvenoot • your knowledge partner

STELLENBOSCH UNIVERSITY CONSENT TO PARTICIPATE IN RESEARCH

Investigate the cause of high staff turnover at Roads Authority Namibia parastatal.

You are asked to participate in a research study conducted by **Arnilda Ndamono Wombulu**, from the **School of Leadership** at **Stellenbosch University**. The result of the study will suggest possible solutions and to make recommendations on how to reduce staff turnover at Roads Authority. You were selected as a possible participant in this study because in order to use your views as data to come up with good strategies.

1. PURPOSE OF THE STUDY

- To determine the cause and effect of the high staff turnover on the service delivery of the Roads Authority.
- To make recommendations and propose alternative solutions to mitigate staff turnover at Roads Authority.

2. PROCEDURES

If you volunteer to participate in this study, we will ask you to do the following things:

Before the questionnaire is handed over to the participant the investigator must get the participants his/her consent to participate, the investigators must explain to the participant his/her rights.

Then the questionnaire is handed over to the participants to answer the questions in the questionnaires, the participant has the right to ask where he/she does not understand, and the investigator will explain and clarify.

The questionnaires are delivered personally to the RA employees at their offices, it will take round about 5-10 minutes to answer the questionnaires and explain other questions.

3. POTENTIAL RISKS AND DISCOMFORTS

Participants might think of the time consumed in answering the questionnaires that will take up their office time and most might be not ready to participate. Others might feel that it is not right to discuss or expose the management wrongdoing because they might be victimized. The participants will be assured of the high confidentiality and that all information is kept on my laptop which contains a password known only by myself

No physical or psychological risk to participation that might cause the researcher to terminate the study.

4. POTENTIAL BENEFITS TO SUBJECTS AND/OR TO SOCIETY

The study is significant because it will investigate the causes of staff turnover in the institution. The study will bring positive information that can largely benefit Roads Authority and other relevant stakeholders and partners. Without this type of study, the management of Roads Authority will not know the causes of staff turnover. Similarly, the human resources department, through enhanced human resources practices, may explore the causes of staff turnover at Roads Authority and come up with better theories and tactical interventions to mitigate the ensuing problem at hand. This study helps to identify the employee's behaviors.

5. PAYMENT FOR PARTICIPATION

This is a voluntarily participation and there is no payment involved on both participants and Investigator.

6. CONFIDENTIALITY

Any information that is obtained in connection with this study and that can be identified with you will remain confidential and will be disclosed only with your permission or as required by law. Confidentiality will be maintained by means of a laptop that contains a password only known to myself.

If raw information will be released it will be released only to my supervisor and upon the completion of the thesis the information will be published and shared with my institution(Stellenbosch University) plus Roads Authority and data are analysed in the thesis criteria and no name is disclosed.

7. PARTICIPATION AND WITHDRAWAL

You can choose whether to be in this study or not. If you volunteer to be in this study, you may withdraw at any time without consequences of any kind. You may also refuse to answer any questions you don't want to answer and still remain in the study. The investigator may withdraw you from this research if circumstances arise which warrant doing so.

8. IDENTIFICATION OF INVESTIGATORS

If you have any questions or concerns about the research, please feel free to contact:

1.Principal Investigator: Arnhilda Ndamono Wombulu

Cell : +264812935901

2.Supervisor : Karel Van den Molen

E-mail : Karel.vanderMolen@spl.sun.ac.za

9. RIGHTS OF RESEARCH SUBJECTS

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 subject, contact Ms Maléne Fouché [mfouche@sun.ac.za; 021 808 4622] at the Division for Research Development.

SIGNATURE OF RESEARCH SUBJECT OR LEGAL REPRESENTATIVE
--

The information above was described to me by Arnhilda Wombulu in English and the participant in command of this language or it was satisfactorily translated to her/him. The participant was given the opportunity to ask questions and these questions were answered to her/his satisfaction.

I hereby consent voluntarily to participate in this study; I hereby consent that the participant may participate in this study. I have been given a copy of this form.

Name of Subject/Participant

Name of Legal Representative (if applicable)

Signature of Subject/Participant or Legal Representative

Date

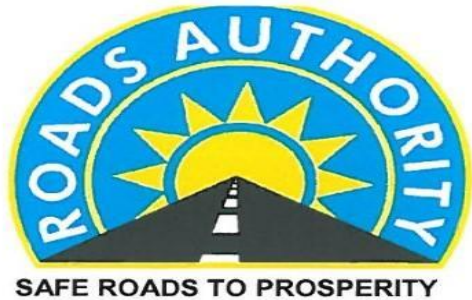
SIGNATURE OF INVESTIGATOR

I declare that I explained the information given in this document to _____ and/or his/her representative _____. He/she was encouraged and given ample time to ask me any questions. This conversation was conducted in English and no translator was used.

Signature of Investigator

Date

Appendix D: Namibia roads Authority permission



ROADS AUTHORITY
Private Bag 12030
Ausspannplatz
Windhoek
NAMIBIA

Our Ref: RA/PF A Wombulu

Enquiries: C Nyati
Telephone: +264 (61) 284 70
Fax: +264 (61) 284 76

Your Ref.:

Ms Arnhilda Wombulu
Through The Divisional Manager:
Road Traffic and Transport Inspectorate
Roads Authority

PERMISSION TO CONDUCT RESEARCH ON ROADS AUTHORITY

Kindly be advised that approval was granted for you to conduct research within the Authority in respect of your research topic, namely **“The perceptions of Roads Authority employees on staff turnover and investigation of the cause of high turnover in Roads Authority”**.

Kindly be advised that the information obtained from the research study should be treated with utmost confidentiality and such information should not be used for any purpose other than the study purposes.

Furthermore, you are requested to ensure that you share with the Road Authority the findings by submitting the document containing the result of your research.

Please also ensure that the operations of the respondents are not disrupted by your research activities.

Yours Sincerely,

Conrad M Lutombi
Chief Executive Officer



Appendix E: Namibia Roads Authority policies

1. The Namibia Roads Authority Job Evaluation Policy (2014).

<http://rasl11bp/Procedures%20and%20Policies/Job%20Evaluation%20Policy%202014.pdf>

2. The Namibia Roads Authority Recruitment, Selection and Placement Policy (2014);

<http://rasl11bp/Procedures%20and%20Policies/Recruitment%20and%20Selection%20Policy%202014.pdf>

3. The Namibia Roads Authority Remuneration Policy (2015);

<http://rasl11bp/Procedures%20and%20Policies/Remuneration%20Policy%202015.pdf>

4. The Namibia Roads Authority Recognition and Reward Policy (2017); and

<http://rasl11bp/Procedures%20and%20Policies/Recognition%20and%20Reward%20Policy.pdf>

5. The Namibia Roads Authority Performance Management Policy (2013)

<http://rasl11bp/Procedures%20and%20Policies/Performance%20Management%20Policy%202013.pdf>