



**STAFF ATTRACTION AND RETENTION: A MODEL FOR A NAMIBIAN STATE  
DEPARTMENT**

**by**

**JOHANNA NELAGO SHIKONGO**

**Thesis submitted in partial fulfilment of the requirements for the degree**

**Master of Technology: Human Resource Management**

**in the Faculty of Business**

**at the Cape Peninsula University of Technology**

**Supervisor: Dr AA (Braam) Rust**

**Cape Town**

**November 2011**

## DECLARATION

I, Johanna Nelago Shikongo, declare that the contents of this thesis represent my own unaided work, and that the thesis has not previously been submitted for academic examination towards any qualification. Furthermore, it represents my own opinions and not necessarily those of the Cape Peninsula University of Technology.

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**Signed**

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**Date**

## **ABSTRACT**

In order for any organisation to achieve its goals, a committed workforce is essential. It has, however, become a great challenge for organisations to attract and retain employees as the power of success has shifted from organisations to employees. The organisation that is committed to attraction and retention of staff is likely to gain a competitive advantage, as staff members are satisfied and give optimum production levels. The purpose of the study was to determine and investigate factors that affect attraction and retention of staff at NIP in order to suggest possible interventions that could be employed to attract and retain staff in future. In order to obtain desired results, the researcher used a mixed-method approach. Questionnaires were distributed to all non-management NIP employees and semi-structured interviews were conducted with four (4) purposively selected NIP managers. Statistical analysis was used to analyse data, which was obtained by means of questionnaires, and content analysis was used for data that was obtained by means of semi-structured interviews. The study revealed that NIP staff members are dissatisfied with the company policies and practices, as the company does not always pay effective attention to them. Some of them indicated that they only worked as a means of survival; because of passion for their jobs; to save lives; and owing to the scarcity of jobs, since the industry is small.

It is, therefore, necessary to pay attention to factors that this study has produced as obstacles in the way of NIP to employ an effective recruitment and retention strategy for its employees.

## ACKNOWLEDGEMENTS

The Almighty Father for His guidance throughout the duration of my studies.

I wish to thank:

- Dr. Braam Rust, my supervisor, for all his guidance, advice and support throughout this study;
- Ms Corrie Uys, thank you for the assistance with the SPSS and statistics.
- Ms Shamila Sulayman, thank you for proof reading.
- NIP, for its generous financial assistance.
- NIP management and employees, for participating in the study.
- Saltiel Mbimbo, my beloved husband, for his endless moral support and encouragement.
- To all my siblings, cousins, friends and colleagues, for their encouragement and emotional support.
- Last, but most important, to my parents, Efraim Shikongo and Hilja Shifugula, I sincerely thank you for your immeasurable love and support.

## **DEDICATION**

I dedicate this thesis to my grandmother Marta Indongo Shiimi, for watering the seed until it blossomed into a fruitful flower.

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## GLOSSARY

**Staff attraction** – the ability of an employer to identify and place potential employees into its employment.

**Staff retention** – a systematic effort by employers to create and foster an environment that encourages current employees to remain employed by establishing policies and practices that address their diverse needs.

**Employee wellness programmes** – plans, which focus on changing behaviours both during and out of work time that could eventually lead to future health problems.

**Key personnel** – Pathologists, Medical Technologist, Medical Scientists, Medical technician and Phlebotomists.

**Labour turnover** – the rate at which an employer gains and losses employees.

**Leadership** – the process whereby one individual influences others to willingly and enthusiastically direct their efforts and abilities towards attaining defined group or organisational goals.

**Motivation** – the willingness to exert high levels of effort to reach organisational goals, conditioned by one's efforts and ability to satisfy some individual need.

**Recruitment** – the process of locating, identifying, and attracting competent applicants.

**Talent** – the sum of a person's abilities, including intrinsic gifts, skills, knowledge, experience, intelligence, judgment, attitude, character, as well as an ability to learn and grow.

**NIP** - Namibia Institute of Pathology.

**MOHSS** – Ministry of Health and Social Services.

## CHAPTER 1

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### 1.1 Introduction and background

Every organisation, regardless of its status, would like to provide the best services possible to attract and retain competitive advantage and to ensure its loyalty to customers by keeping them happy. Quality services delivery can, however, only be made possible by talented employees that the organisation has employed. However, if such employees are unhappy about certain things that the employer does or does not do, or does not pay attention to, they may simply leave to look for jobs elsewhere, as they are in demand and will easily become employed. Talent is the most important aspect, among others, in an organisation and drives the organisation to success. Therefore, in the absence of good talent, most other actions would not succeed (Handfield-Jones *et al.*, 2001, cited in Lewis & Heckman, 2006: 139). Talent is defined as the sum of a person's abilities, including intrinsic gifts, skills, knowledge, experience, intelligence, judgment, attitude, character, as well as an ability to learn and grow (Michaels, Handfield-Jones, & Axelrod, 2001: xii). According to Michaels *et al.* (2001:7), power has shifted from the corporation to individuals, and individuals have negotiating power to ratchet up their expectations for their careers. This brings another challenge to companies, hence they have to work harder if they want to attract and retain good talent.

“In the world of intellectual capital, talent is what matters, and we are told that the companies that win the competitive arena, are those that are the best at locating, assessing, recruiting and keeping the most talented people” (Pfeffer, 2001:248). Gray *et al.* (2000, cited in Cho, Johanson and Guchart, 2009:374) state that turnover has been directly linked to rising employee recruitment and training costs, low levels of employee morale, job satisfaction and customers' perceptions of service quality. Organisations should therefore, be determined to attract and retain great talent to ensure quality services delivery to their clients, which is the main reason of every business' existence. Research reveals that an organisation's ability to attract and retain new talent was perceived to be the two most critical people management issues, which face organisations today (Hughes & Rog, 2008:746).

The Namibia Institute of Pathology (NIP) is a state-owned enterprise that was established in 2000 by an Act of Parliament, the Namibia Institute of Pathology Act, 1999 (Act No. 15 of 1999). It is the largest clinical pathology organisation in Namibia, with a national network of thirty six (36) laboratories and three (3) patient service centres (specimen collection sites), country wide. NIP offers a broad range of clinical laboratory tests, which are used by medical professionals to diagnose patients and to monitor and treat diseases. The established network enables NIP to obtain quick, convenient access to testing.

The functions of the Namibia Institute of Pathology (NIP) include: the establishment of medical laboratories, which are deemed necessary; development and management of laboratory services; investigation, research and study matters relating to pathology; taking action as the institute may consider necessary or as the Minister (Minister of Health and Social Services) may direct for the purposes of providing medical laboratory services in Namibia; renting services and providing facilities; paying relevant charges; and providing information on diseases on a regular basis (Namibia, 1999:5).

The Namibia Institute of Pathology (NIP) comprises five (5) departments, which are: Department of Technical Operations; Department of Finance, Information Technology and Administration; Department of Quality Assurance; Department of Corporate Affairs; and the Department Human Resource, Training and Development. As at 31 March 2007, NIP employed three hundred and fifteen (315) employees of which 3% occupied managerial positions, 15% held supervisory positions, while 82% was divided between operations departments, namely core business and support functions (Namibia Institute of Pathology, 2006/2007:11).

The labour turnover at NIP is observed to be high, which causes recruitment tasks to rise. In 2010 alone NIP filled more than twenty (20) positions that became vacant towards the end of 2009, and at beginning of 2010 (NIP, 2010:11). Conversely, about thirty (30) employees resigned from the NIP's employment during the last half of 2009 and first half of 2010 (NIP, 2010:11). This is an unusually high turnover rate for a company that employs less than three hundred and fifty (350) employees. Apart from the positions that were filled, some positions were advertised internally and/or externally in local newspapers; however, no applications were received. There seems to be some things that are going wrong regarding attraction and retention of talent at NIP and its Human Resource Department, as the custodian of the organisation, are

failing to address. The current loss of talent might drive NIP into massive financial losses as a result of direct and indirect costs that are incurred through processes of recruitment, training, and loss of clientele. It might also affect the company's image, as it might become questionable why employees are leaving the organisation at such a fast rate.

According to Hughes and Rog (2008: 748), effects of failure to address an organisation's attraction and retention issues include:

- Constraints on organisational productivity and efficiency;
- Constraints on innovation ; and
- Constraints on the organisation's ability to meet production requirements and customer demands.

NIP is part of the global village and it is not an exception to these challenges. It is, therefore, of great importance that NIP does what it takes to win the talent battle. Attraction and retention of talent is influenced by several factors that include: motivation, recruitment strategies, legislations, retention strategies, management/leadership style, remuneration and rewards, as well as employee wellness, to mention but a few. It is, therefore, essential that NIP takes the latter into consideration. This study attempts to identify and investigate factors that affect attraction and retention of talent at the Namibia Institute of Pathology (NIP). It proposes possible interventions that could be implemented by the NIP management in order to overcome the attraction and retention of the talent challenge that the organisation is currently experiencing.

## **1.2 Statement of the problem**

**Main problem:** The Namibia Institute of Pathology experiences a problem to attract and retain qualified key personnel.

In this competitive world, every organization has a desire to employ and retain good talent at all times. Talent is perceived as something, which is valuable, rare and hard to imitate, which leads to exceptional performances and talented people are often admired and valued (Govaerts, Kyndt, Dochy & Baert, 2011:36). Losing a talented employee negatively impacts on an organisation's performance (Anon, 2011:25). It is,

therefore, crucial for organisations to retain talented and skilled employees in order to maintain their competitive advantage (Govaerts *et al.*, 2011: 36). If such employees are lost, it means a loss of investment as new people should be hired and trained (Govaerts *et al.*, 2011: 36).

Attraction and retention of key personnel has become a major concern (Pillay, 2009:42) for all businesses. The NIP in Namibia is not an exception to this. Since its inception, NIP has been faced with the challenge of shortage of qualified staff (NIP, 2010:3). Although this is said to have been overcome by the company's investment in training of staff (NIP, 2010:3), the rate at which NIP is losing employees is high, thus a challenge of attraction and retention of staff is experienced. In this war for talent, organisations should establish measures of attraction and retention of talent in order to ensure continuous provision of quality products or services, as intended. NIP does not seem to have established such strategies, and if it does; they are not working, as it face staff attraction and retention challenges.

**Sub-problem:** The Namibia Institute of Pathology experiences a problem of high labour turnover that can be linked to difficulties to attract and retain staff.

Difficulties to attract and retain staff lead to high labour turnover, which is experienced at this organisation. This is evident from statistics of employees that resigned from NIP since mid-2009 until mid-2010 (NIP, 2010:11). High labour turnover affects service delivery, as it can be harmful to the company's productivity (wikepedia, 2009), and it is a problem that should be managed (Booth and Hamer, 2007: 289). There is a search cost of finding appropriate workers and an opportunity cost of losing knowledge and experience, which are accumulated by leavers (Bertinelli, Cardi, Pumukçu, Strobl and Thornton, 2009: 254). Loss of knowledge and experience increases the importance of talent retention (Govaerts, *et al.*, 2011:36). Amongst other things, organisations are advised to reduce labour turnover (Govaerts, *et al.*, 2011:37). The NIP should, therefore, establish measures to address the attraction and retention crisis in order to achieve its vision.

### 1.3 Objectives of the study

**Main objective:** The overall objective of the study is to identify and investigate factors that affect attraction and retention of staff at NIP in order to propose a possible intervention to attract and retain staff in future.

**Sub-objective:** To identify the possible link and reasons for a high labour turnover at the organisation

### 1.4 Research questions

At the end of this study, the following questions should be answered:

- What are the major causes or factors that motivate employees to leave or not to leave NIP?
- What are the reasons for a high labour turnover at NIP?
- Which attraction and retention strategies have been established at NIP?
- What are the views and suggestions of employees and management of NIP towards attraction and retention of staff?
- Which interventions can NIP management employ to ensure attraction and retention of staff?

### 1.5 Statement of research hypotheses

In this study the researcher attempts to gain significant evidence in order to accept or reject the following hypotheses;

H0: There is no significant relationship between factors that affect difficulties *to attract and retain talent, and the high labour turnover; and*

H1: *There is a significant relationship between factors that affect difficulties to attract and retain talent and the high labour turnover.*

## **1.6 Significance of the study**

This study will not only expand the researcher's knowledge and in-depth understanding of attraction and retention of staff, but it will help the NIP management to realise factors that affect attraction and retention of talent. It will help management to make informed decisions on how to tackle challenges to attract and retain talent in order to reduce high labour turnover and, subsequently, attain its set objectives and vision. Based on the findings for this study, management will also be able to save on costs that are incurred through recruitment, training and loss of clientele.

There is a high possibility that employees' productivity and quality of services will improve when challenges, which concern attraction and retention are identified and properly addressed. As a result, NIP might win back its old clients that withdrew from using its services; therefore, an increase in revenue is likely to be experienced. Through the intervention that will be proposed by this study, the community will receive quality services and will have confidence in pathological results that are produced by NIP.

It is worthwhile noting that NIP might not be the only institution that experiences talent attraction and retention problems in Namibia; hence this might alert other organisations that might experience similar challenges. This study will also contribute to the knowledge of other researchers and might be a pioneering study for future research.

## **1.7 Delimitation and scope of the study**

This study concentrates on investigating factors, which affect attraction and retention of talent at NIP in order to propose appropriate interventions to assist NIP to reduce high labour turnover. This is according to identified factors by previous researchers that generally affect attraction and retention of talent in organisations. Nevertheless, this study does not consider information on how much financial loss is suffered by NIP owing to loss of talent thus far. The study considers the period from 2000, which

is since NIP's inception until presently, 2011. The researcher has specifically chosen NIP owing to the fact that she is employed by this organisation, and would like to help to address the challenge of attraction and retention talent.

## **1.8 Overview of the research study**

The research study is divided into eight (8) chapters.

### **Chapter 1**

Chapter One of the study provides a brief background, which highlights the problem at hand. The overall aim and questions that the research study intends to answer by the end of the study, were presented, while the significance and scope of the study were also explained in this chapter.

### **Chapter 2**

This chapter reviews the existing literature on factors that affect attraction of staff to organisations.

### **Chapter 3**

Possible factors that can affect staff retention are discussed in this chapter. The issue of retention of staff is crucial, as there appears to be a high labour turnover at NIP.

### **Chapter 4**

In this chapter the research methodology and design that was used for this study is explained, while aspects of sampling procedures, tools, collection procedures and ethics of the study, are also described.



## **Chapter 5**

Data that was collected via use of questionnaires and interviews are and discussed in this chapter. The researcher will make use of tables, charts and graphs to present information, which was obtained from respondents.

## **Chapter 6**

This chapter interpreted and analysed results of the study, linking them to the aims and objectives of the study.

## **Chapter 7**

Conclusions are discussed and recommendations are made to NIP management to employ interventions that will help the company to lessen its high labour turnover rate.

## **Chapter 8**

A summary of the study is provided in this chapter.

## **CHAPTER 2: LITERATURE STUDY OF STAFF ATTRACTION**

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### **2.1 Introduction**

Over twenty (20) positions that became vacant in 2009 and at the beginning of 2010 were filled in 2010 at NIP. As part of the recruitment procedure, positions are advertised internally and externally in the media. Nevertheless, in spite of these efforts, no responses were received as a result of some recent adverts. Conversely, staff members are leaving the organisation at a high rate. These challenges have led to a need to identify factors that affect attraction and retention of talent, in general, as well as possible mechanisms to address such factors. With relevant information in place, it will be possible to recommend implementable strategies that can help to improve the current situation at NIP.

This chapter reviews the existing literature on factors that affect attraction of talent to organisations. There are many factors, but this study considers a few identified ones, which are deemed to have significant effects on the organisation concerned, namely NIP. The identified factors for the purpose of this study are working conditions, human resource development, recruitment strategies, company branding and legislation. According to the available literature, these factors were found to be the main contributing factors to talent attraction, in general. The researcher has identified such factors on the assumption that they would impact on NIP staff attraction, as well. The aforementioned factors are discussed in detail below.

### **2.2 Factors that influence attraction of employees**

Attraction of talent has become a great challenge for businesses today. According to Sayers (2007:474), both public and business sector organisations are finding it increasingly difficult to attract and keep talented workers, especially younger, highly skilled staff. This is supported by a survey, which was conducted by Deloitte, which found that the ability to attract and retain talent is one of the most critical issues of people management, which face organisations today (Hughes & Rog, 2008:747).

In order for organisations to attract suitable talent into their employment, they should consider factors that may affect talent attraction. Such an examination helps organisations to identify their shortcomings, make improvements and increase the ability of finding potential employees. Some of these factors have been identified for purposes of this study and are presented below.

### 2.2.1 Working conditions

Srivastava and Bhatnagar (2008:258) indicate that the work environment should enable employees to do their best. In fact, this should not only be less intimidating to the new hires, but conditions of work should be appealing (Branham, 2005, cited in Srivastava & Bhatnagar, 2008:256). This is supported by Armstrong (2006:149) who states that healthy, safe and practicable working conditions should be provided to employees. Deery (2008:804) further recommends that organisations should provide adequate resources for staff so that they can do their jobs properly. Organisations should, therefore, ensure that working conditions are appealing, safe, healthy and well-equipped to attract the right people to their employment mainstream.

### 2.2.2 Human resource development

Many employers in the corporate world have embraced the concept that human resource development (HRD) can enhance staff employability, a process by which organisations provide tools and opportunities for professional growth, while allowing employees to manage their own careers (Woo, 2007:505). A study, which was conducted in the USA, some European countries and Asia revealed that the most important element, which influences engagement, is the possession of sufficient opportunities to learn and develop new skills (O'Neal & Gebauer, 2006:9).

Conversely, Glen (2007:4) states that talent at any level (senior, technical, high potential) can be attracted by, for example, an impressive reputation, the promise of exceptional career progression and competitive financial rewards. However, ultimately, it is the experience of the relationship that an employee has within an

organisation that determines the longevity and win-win consummation of the relationship.

### 2. 2.3 Recruitment strategies

Recruitment is defined by Swanepoel, Erasmus, van Wyk and Schenk (2000:291) as those activities in human resource management, which are undertaken in order to attract sufficient job candidates who have the necessary potential, competencies and traits to fill job needs and to assist the organisation to achieve its objectives. Robbins and Decenzo (2004:174) define recruitment as the process of locating, identifying, and attracting capable applicants.

Markets are increasingly recognising human capital as a source of value for firms and shareholders, as talent is rare, valuable, difficult and hard to substitute, while organisations that better attract, select and retain this talent outperform those that do not (Cairncross, 2000; Barney & Wright, 1998, cited in Srivastava and Bhatnagar, 2008:253). Srivastava and Bhatnagar (2008:253) mention that top talent is highly mobile in the networked global economy. Presently, organisations' successes are directly linked to the talent that they can recruit. Thus, research indicates that staffing acts as a key strategic opportunity to gain competitive advantage (Srivastava and Bhatnagar, 2008:253). Srivastava and Bhatnagar (2008:254) add that with better talent acquisition, employee engagement improves and so does productivity.

Companies are aggressively hunting for talent all the time (not only when they have vacant positions) (Michaels *et al.*, 2001:13). Michaels *et al.* (2001:78) recommend that companies should adopt the new strategy as most of them still use the same recruitment strategies that they have always used, in spite of the fact that the recruiting means have changed. They argue that recruitment is no longer about selecting the best person from the long line of candidates, but it is about going out and finding suitably competent candidates.

Different recruitment sources can be used to search for potential applicants, which can either be internal (recruit from current employees) or external (recruit candidates who are not presently in the employment of the organisation). Noe, Hollenbeck, Gerhart and Wright (2003:199) mention that the sources from which a company recruits potential employees are critical aspects of its overall recruitment strategy. The size, as well as the type of applicants that apply for an organisation's vacancies, will be affected by how and to whom the organisation communicates its vacancies (Noe *et al.*, 2000:199). This is because different people have access to different media, for example, the type of people that would respond to a newspaper advertisement might be different from those that would respond to electronic recruitment advertisements.

#### 2.2.3.1 Internal recruitment sources

Internal recruitment sources are used when recruiting people from within the organisation (current employees). Various types of internal recruitment sources are presented below.

- Skill inventories

This is simply a record system, which lists employees who have specific skills. If the employer's shortage is for high-level employees, the system may then be used to search for such appropriate candidates (Swanepoel *et al.*, 2000:298). The database includes employees' details such as names, experience, performance, compensation history, competencies, geographic preferences and career goals. If an updated database is kept, qualified potential applicants are identified and encouraged to apply for open jobs (Jackson, Schuler and Werner, 2009:201).

- Internal job posting

Vacancies within the organisation are placed on notice boards or information bulletins (Swanepoel *et al.*, 2000:298). This allows current employees to apply for more desirable jobs. Growing internal candidates to fill these positions may help to avoid related tensions or conflicts, and boost staff morale (Woo, 2007:509). However, Nel,

Gerber, van Dyk, Haasbroek, Schultz, Sono, and Werner (2001:228) argue that internal promotion automatically creates another vacancy that should be filled. Bhatnagar (2007:654) found that employees become dissatisfied with internal job posting, while this system is perceived as not being transparent.

- Former employees

People who were laid off during economic downturns or those who have worked seasonally are often recruited and become productive quickly (Nel *et al.*, 2001:228). They are found to be secure recruits as the employer has experience with them (Nel *et al.*, 2001:228). There is in fact no need for employers to find out these peoples' performance and character, and no need for an orientation programme, as parties are familiar with one another (<http://www.mbaknol.com/human-resource-management/internal-sources-of-recruitment/>).

- Referrals from current employees

Referrals are people who are prompted to apply for a job via someone within the organisation. Swanepoel *et al.* (2000:298), indicate that this is an inexpensive but effective technique to find candidates who have specific skills quickly. Research shows that referred employees are generally the best candidates. This is because current employees feel that their reputation in the organisation is at stake with the referral, therefore, they tend to make referrals only when they are reasonably confident that these candidates are suitably competent (Robbins & Decenzo, 2004: 174). According to Nel *et al.* (2001:228), referred employees tend to stay longer with the organisation and display greater loyalty and job satisfaction than other categories of recruits. However, they argue that current employees tend to refer people who are demographically similar to them, and this can lead to complexities especially if the organisation has an affirmative action hiring policy.

Advantages of internal sources of recruitment according to Robbins and Decenzo, (2004:175), Noe *et al.* (2000:197) and Nel *et al.* (2001:229) include:

- Generation of a sample of applicants who are well known to the firm;
- Provision of greater motivation for good performance;

- Provision of greater promotion opportunities for current employees;
- Provision of better opportunity to assess abilities;
- Provision of opportunities for advancement;
- Improvement of morale and organisational loyalty;
- Minimisation of the possibility of inflated expectations about the job, as applicants are knowledgeable about the company;
- Enablement of an employee to assume the new job with little lost time;
- Low cost and faster; and
- Build employee morale.

However, internal sources of recruitment also have downfalls, which are highlighted by Robbins and Decenzo, (2004:175), Noe *et al.* (2000:200), Stoner *et al.* (1995: 382) and Nel *et al.* (2001: 229) as:

- Creating inbreeding and stale ideas;
- Creating political infighting and pressures to compete;
- Requiring a strong management;
- Creating a homogeneous work-force, which may be poorly suited for innovation;
- Limiting the pool of available talent; and
- May not increase the diversity and mix of employees.

#### 2.2.3.2 External recruitment sources

External sources of recruitment are used to hire people from outside the organisation - people that are not employed by the organisation at that point. Such sources are presented below.

- Advertisements in newspapers and periodicals

Newspapers, weekend job supplements and professional publications are used to attract applicants, including those who are in professional fields (Swanepoel *et al.*, 2000:300). In order to attract attention, induce interest and desire in the organisation, as well as what is expected from the applicant, the principle or formula of Attention, Interest, Desire and Action (AIDA) to structure the advertisement, is used (Swanepoel

*et al.*, 2000:300 and Nel *et al.*, 2001:228). Advertisements can, however, generate many unqualified candidates (Robbins & Decenzo, 2004:175).

- Radio and Television

There are times when organisations use radio and television to advertise vacant positions. Television advertisements costs are, however, quite high (Nel *et al.*, 2001: 231).

- Electronic recruitment

Organisations and employment agencies can display their vacancies, work-seekers place their CV's on the World Wide Web (the Internet), and which is relatively inexpensive (Nel *et al.*, 2001:231). Small or less well-known organisations interact with larger ones to use their website or, alternatively, use job websites such as HotJobs.com as they might not attract attention on their own websites (Noe *et al.*, 2000:204). The advantage of e-recruitment is that a large number of people can access the information at any time (Nel *et al.*, 2001:231).

- Head-hunting

Top professional people are head-hunted through specialised agencies. A person is normally approached personally with an offer to fill a vacant position, or an advertisement is written with a specific person's CV in mind (Swanepoel *et al.*, 2000: 29).

- Employment agencies

Employment agencies are used to recruit and screen applicants for a position. This is typically used by small organisations that have no Human Resource Department to conduct the recruitment process, or when a vacant position is one that will attract many applicants that will result in a time-consuming selection process (Nel *et al.*, 2001:229).



- Campus recruiting

According to Nel *et al.* (2001:229), pre-screening programmes in higher learning institutions are designed to identify top students who are completing their final year of study, and to introduce them to the organisation. Noe *et al.* (2000:203) advise that in order for organisations to effectively compete for the best students, they should establish a stronger presence on a campus with a college internship programme. This is normally used for entry positions and new managerial help. It can, however, be quite expensive, as hired graduates might leave an organisation after two to three years if they receive better opportunities elsewhere (Stoney *et al.*, 1995:380). Another way to increase one's presence on campus is for organisations to participate in university job fairs. Job fairs are an inexpensive means of generating an on-campus presence and can provide one-on-one dialogue with potential recruits (Noe *et al.*, 2000:204).

Internships are individualised training programmes for students that combine learning new skills outside the classroom and demonstration of those skills according to a planned schedule of activities. An intern works with an advisor who is selected for the purpose of developing a practical training programme around a particular aspect (Woo, 2007:506). Woo (2007:506) mentions that the success of an internship programme will largely depend on the actual work experiences of participants.

- Customers

Nel *et al.* (2001:231) mention that current customers who are already familiar with the organisation and what it offers, apply for jobs. They will usually bring more enthusiasm to the workplace, as they are knowledgeable about customer demands and the type of services that they would like. Customers who may not wish to apply could offer valuable referrals (Nel *et al.*, 2001:231).

- Walk-ins

Prospective employees apply directly to the organisation with a hope that a vacancy exists (Swanepoel, 2000:298). Walk-ins are either motivated by recruiting advertisements or have a good impression of the company and consider the chances

of becoming employees (Jackson *et al.*, 2009:202). They are cheap and provide a good public relations opportunity, because they are treated well, they might tell others (Lindner and Zoller, n.d).

- Direct mailing

Attractive advertisements (such as loose flyers) can be included in professional journals or can be distributed handed out at conferences and trade fairs. This is intended at gaining the attention of professionals who are employed and would not normally seek employment in other media (Nel *et al.*, 2001:231).

Advantages, which are associated with external recruitment sources, according to Robbins and Decenzo, (2004:175) and Nel *et al.* (2001:229) include the following:

- Outsiders may expose organisations to new ideas or new ways of doing business;
- The existing organisational hierarchy remains relatively unchanged; and
- They provide greater diversity.

Conversely, disadvantages that are associated with external recruitment sources (Robbins and Decenzo, 2004:175; Nel *et al.*, 2001:229) include the following:

- Loss of time owing to adjustment;
- Present employees cease to strive for promotions;
- Individuals may not be able to fit in with the rest of the organisation; and
- Could be expensive, as most of the sources require funds.

Woo (2007:510) states that good recruitment results originate from well-planned recruitment strategies. Therefore, HR officers should pay attention to recruitment personnel's attitude and skills. Apart from playing a goalkeeper role of rejecting unsuitable candidates, they should serve as strikers to tactfully and aggressively identify candidates that have potential for further development (Woo, 2007:510). Instead of focusing on the experience or skills of an individual in an era of rapid technological and organisational change, it is more important to find individuals that have desired qualities (Woo, 2007:510).

Nobody will deny that mistakes in hiring can be painful and costly, hence organisations should be aware that a more innovative and aggressive approach could help to bring in new talents and ideas, giving an organisation impetus to advance and excel (Woo, 2007:511).

#### 2. 2.4 Company branding

Organisational image is an important element, which influences potential employee evaluation of the organisation and its employment opportunities, and attitudes towards the organisation. Srivastava and Bhatnagar (2008:255) point out that the employer's brand image is the image associated with an organisation uniquely in its role as an employer. Creating a positive employer image radiates to the community at large and attracts potential job applicants. Scholars emphasise that in order to attract and retain the best talent anywhere in the world, an organisation should have a strong and positive employer brand (Bhatnagar, 2007:641).

Srivastava and Bhatnagar (2008:255) mention that improving external and internal communication signals to the potential talent about the total employee experience there. Word-of-mouth publicity is an effective way of recruiting. Srivastava and Bhatnagar (2008:255) state that employer branding has become a key strategy to attract and retain the right kind of talent as people want to work for great brands. This avoids mismatches between employers and employees that lead to job changes.

On the contrary, Glen (2007:4) argues that image and promise is not enough for highly marketable and talented people. Due to, for example, neglectful inductions, leadership behaviour and ethics that do not match superficial expectations, sub-optimal working environment and frustration, organisations with great brand names experience labour turnover of about 20% per year (Glen, 2007:4).

## 2. 2.5 Legislation

Like many countries in the world, Namibia has an Affirmative Action Act (Act 29 of 1998) of Parliament, which was promulgated in 1998. This Act is aimed at achieving equal opportunity in employment in accordance with Article 10 and Article 23 of the Namibian Constitution, which includes the following:

- provide for the establishment of the Employment Equity Commission;
- redress through appropriate affirmative action plans the conditions of disadvantage in employment experienced by persons in designated groups arising from past discriminatory laws and practices;
- institute procedures to contribute towards the elimination of discrimination in employment; and
- provide for matters incidental thereto (Namibia, 1998:2).

This is a law that should be abided by and obliges employers to employ people from designated groups (women, racially disadvantaged persons and people who live with disabilities). The Act requires relevant employers, as identified by the Minister of Labour and Social Welfare to submit a three (3) year Affirmative Action plan (Namibia, 1998:23). The Act requires relevant employers' specifications of affirmative action measures to be instituted in order to:

- eliminate employment barriers against persons in designated groups;
- make available positions of employment to such persons, provided that it is reasonably possible; and
- ensure that such persons are equitably represented in various positions of employment (Namibia, 1998:23).

According to Cassel (1997:11), the issue of employment equity seems to be just at the beginning of a long journey, as research reveals that in spite of the existence of equal opportunities legislation for over 20 years, the notion that equal opportunities now exists for women is still a myth.

Research suggests that the issue of equal opportunities that is imposed is likely to be resisted by employers (Cassell, 1997:12). Cassell (1997:13) recommends that a notion of diversity management, business benefits and competitive advantage should rather be used instead of equal opportunities.

Conversely, the issue of Affirmative Action legislation may affect attraction of previously advantaged suitable staff to organisations. They might feel intimidated that they might not be appointed as people from previously disadvantaged groups would be preferred instead. Noe *et al.* (2000:119) refer to a fire department in Birmingham, Alabama in the USA that entered into a consent decree with Equal Employment Opportunity Commission to hold 50 percent of positions at all levels open to minorities even though minorities comprised a mere 28 percent of the relevant market. Some White people are reported to have been denied employment in favour of Black applicants who scored lower on a selection battery. This might be the only documented case, but many organisations might have experienced similar situations. Thus, this law could have effects on an organisation's successful attraction of the most competent staff into their employment.

### **2.3 Summary**

The issue of staff attraction to organisations has become a challenge to most, if not all organisations. Consequently, businesses are struggling to attract suitable talent into their employment, and this is owing to different factors, which, among others, include: recruitment strategies; human resource development; working conditions; company branding; and legislation that were discussed in this chapter. Organisations should establish attraction strategies in order to attract and retain valuable employees to remain competitive in the corporate world. It is, therefore, of utmost importance that staff attraction is placed on the Human Resource manager's agenda in order to obtain attention, which is equivalent to other human resource matters.

### 3.1 Introduction

Statistics show that talent is scarce and a serious crisis exists in human resources of the African health sector (Liese and Dussault, 2004:2). Huddart, Picazo and Duale (2003:3) state that the number of trained health workers in Africa has historically been inadequate, but in recent years many countries suffered from serious scarcities of almost all cadres owing to economic and fiscal difficulties and incomplete civil service reform. In general, the health personnel to population ratios in Africa have been high and have always lagged behind the rest of the world (Huddart *et al.*, 2003:3). It is, therefore, important for organisations to retain employees that are already in their employment, as they are likely to find it difficult to replace them if they leave. Holland *et al.* (2007:248), cited in Naris (2009:11), warn that employees who have skills that are in demand will look for employability and not employment, and will want to often change jobs.

Considering the rate at which NIP is losing employees, one can conclude that there are issues that affect staff retention, hence the high labour turnover. This cannot be left unsolved as it would lead to decreased morale of employees, damage to reputation of the organisation, while it will also affect productivity (Naris and Ukpere, 2010:1080). In the current market circumstances, too much turnover would endanger the continuity of services delivered, and for this reason it is important to limit it by focusing on staff retention (Beulen, 2009:271). In addition, the demand for employees has increased and organisations are competing to attract and retain the best talent (Naris and Ukpere, 2010:1079). NIP is faced with a retention challenge and suitable retention policies/strategies should be developed in order to overcome this. Assessments of what retention factors are important to the workforce should be done (De Vos and Meganck, 2009:55). Retention practices might only be successful if they are consistent with what employees value (De Vos and Meganck, 2009:45). This leads organisations to consider critical examination of factors that affect retention of staff. With sufficient knowledge of what factors contribute to retention of staff in the organisation, the study proposes strategies that can help to curb this challenge.

This chapter reviews existing literature on certain factors that influence retention of staff. Although staff retention is influenced by many factors, this study only considers those that seem relevant to the organisation in discussion (NIP) and are discussed below.

### **3.2 Factors that influence retention of staff**

The fact that organisations should gain and retain competitive advantage, is crucial. Among other things, human resources (people) are crucial for organisation's success. *"Look, you can take away anything from NIP. You can take away technology, machinery, labs or facilities. You can take away our HQ, but leave our people and the business will re-create itself overnight"* (copied from the cover page of the NIP HR Policy). This is evident in most organisations, as they have realised that people are the most important assets, therefore, they have a desire to retain talent in their employment to ensure success in the business world. Retention strategies that organisations should establish are answers to this challenge. Investigations should be undertaken in order to determine factors that affect retention of staff to enable organisations to develop interventions that can address this challenge. A few factors that are known to have impacts on talent retention, which are identified for examination for purposes of this study, are discussed below.

#### *3.2.1 Employee involvement*

Employee involvement is defined by Robbins, Odendaal and Roodt (2003:154) as a participative process that uses the entire capacity of employees, and which is designed to encourage increased commitment to an organisation's success. The idea of involving workers in decisions that affect them and increase their autonomy and control over their work lives will lead them to be more motivated, committed to the organisation, productive and satisfied with their jobs (Robbins *et al.*, 2003:155). This is supported by Baptiste (2007:289) who states that that employees' involvement in decision making and open communication about financial performance, strategy and operational matters do not only ensure that workers are informed about organisational issues, but also conveys a symbolic and substantive message that

they should be trusted in an open and positive manner, which promotes performance in return.

According to Srivastava and Bhatnagar (2008:256), employees feel engaged when they find personal meaning and motivation in their work, when they receive positive interpersonal support, and function in an efficient work environment. Hence, there should not be a gap between what workers say they want from the organisation and what they actually receive, as this leads to disengagement. Bhatnagar (2007:657) recommends human resource interventions that treat employees as wealth co-creators, and regard employees as partners in the business in order to help them achieve the satisfaction of creating and fulfilling new areas of business acumen.

### 3.2.2 *Motivation*

Motivation is defined by Stoner, Freeman and Gilbert Jr (1995:442) as a human psychological characteristic that contributes to a person's degree of commitment. This includes factors that cause, channel, and sustain human behaviour in a particular committed direction. Robbins and Decenzo (2004:279) define motivation as the willingness to exert high levels of effort to reach organisational goals, which are conditioned by the ability to satisfy individual needs. Similarly, Robbins *et al.* (2004: 131) define motivation as the process that account for an individual's intensity, direction, and persistence of effort towards attaining a goal.

Delgaauw and Dur (2006:2) indicate that motivated people probably work harder, which increases output, and because people derive utility from the job, they may be willing to work for a lower wage. They also state that motivation does not only affect workers' productivity, but also their willingness to work. Moreover, they point out that people will take job satisfaction into account when deciding whether to accept or reject a wage offer. They further mention that a higher wage at another job may not compensate for a loss of intrinsic qualities of the job. In an interview, Mark Shuttleworth, a South African leader, mentioned that money is important to motivate employees, but more importantly from a motivational perspective, is a sense of wellbeing, a sense of contribution to society, a sense of adventure and a sense of joy



of life (Robbins *et al.*, 2004:151). He further indicates that he places as much effort into non-financial factors as financial factors.

According to Manolopoulos (2008:65), all types of organisation employees can be motivated by both extrinsic and intrinsic factors that will fulfil their perceptions regarding success, reward and satisfaction. Motivation is, however, said to be hugely complex owing to the uniqueness of the people and the wide range of internal and external factors that impact on it (Nel, Gerber, van Dyk, Haasbroek, Schultz, Sono & Werner, 200:326 and Tampoe 1993:50). Montana and Petit (2008: 37) urge that an employee's motivation is affected by his/her age, personal circumstances, external environment and the current phase of life and career. Research found that three generations namely, Baby Boomers, Generation X and Generation Y rated different factors as their motivators when they were asked to rate six of 25 factors that they considered to be their principle motivators (Montana and Petit, 2008:36). All three generations considered respect for personality, good pay, opportunity to do interesting work and opportunity for self-development as principle factors of their motivation. However, Baby Boomers considered large amounts of freedom on the job as a motivator, while, conversely, Generation X and Y indicated that chance for promotion is their other principle motivator. Generation Y also pointed out the issue of getting along with others on the job.

Furthermore, a study by Minkler (2004:882) reveals that moral and intrinsic motivations are the most important reasons given why workers would keep the agreement to work hard. They (moral and intrinsic motivations) were found to be the most important determinants in the intensity of commitment. Delfgaauw and Dur (2006:2), however, argue that people might be intrinsically motivated to work for different reasons. It would, therefore, be right to urge that intrinsic motivation is not solely determined by persons, jobs, or firms, but by combinations of certain people and certain jobs or firms (Delfgaaw & Dur, 2006:2).

James (2005:549) states that, according to empirical evidence, extrinsic incentives often crowd out intrinsic motivation, which reduces the efforts of workers. He further explains that motivation crowding occurs when explicit rewards are perceived as controlling, which results in individuals having greater satisfaction by not being

intrinsically motivated. Studies suggest that expected tangible rewards generally reduce intrinsic motivation (Deci, Koestner, & Ryan, 1999:628). This is supported by Kreps (1997:360) who states that even though it is recognised by social psychologists, the idea of providing extrinsic incentives for workers can be counter-productive because it may destroy workers' intrinsic motivation, leading to reduced levels of quality-weighted effort and lower net profits for the employer.

Frey and Jegen (2001:589) point out that economists are accumulating increasing evidence for the motivation crowding out effect. A good example is in experiments, which were conducted by Gneezy and Rustichini (2000:792) in which some subjects were offered fixed wages to participate and were then told to complete as many tasks as possible. Other subjects were offered a fee to participate, but were then given an additional "incentive" payment based on their productivity. Gneezy and Rustichini (2000:792) found that higher incentive rates induced greater effort, but the efforts of workers who were given only a fixed fee often exceeded the efforts of workers who were paid incentive rates. On the same note, Ryan, Idon, Kasser and Deci (1996:10) indicate that when intrinsically motivated, people want to engage in activities, thus no external prods, promises, or threats are required. Minkler (2004:863) concurs with Ryan *et al.* (1996:10) that incentives might be unnecessary in the case of the existence of intrinsic, moral, peer pressure or fairness as motivations. This is, however, opposed by Cameron, Banko and Pierce (2001:2) who assert that rewards that are offered for exceeding a norm or a minimum level of effort does not only cause motivation crowding out, but also have positive effects at times.

Conversely, Tampoe (1993:50) argues that it would be wrong to assume that all employees are interested in similar motivators. This is owing to the fact that they are likely to be at different stages in their careers and domestic circumstances, and that these factors would affect the strength of their need for different motivators. Tampoe (1993:51) proposes a different classification of staff based on their stage of personal and career development, which is categorised as follows:

- **1<sup>st</sup> stage:** fulfilment - these employees will feel a high sense of job satisfaction derived from having achieved a preferred balance of motivational and reward factors that are important to them;

- **2<sup>nd</sup> stage:** transition - these employees have arrived at a crossroads in their career and personal development and are looking to reposition themselves for the future;
- **3<sup>rd</sup> stage:** development - these employees are seeking to reach their state of equilibrium; and
- **4<sup>th</sup> stage:** plateaued - these employees are likely to have decided that their level of achievement and personal growth meets their motivational and rewards needs and they are not seeking new challenges.

Employees at different stages of career and personal development are motivated by different things. For this reason progress can only be made if managers are able to identify the career stage that employees might be in or might have reached, and then apply a management style, which will fit their motivational needs. Regular appraisal and career discussions with staff for the purpose of understanding career stages and motivational needs by both employees and managers are encouraged (Tempoe, 1993:53). This is supported by Naris and Ukpere (2010:1079) who recommend that organisations should first find out what motivates workers to work in order to be able to develop strategies to retain them.

### 3.2.3 *Retention strategies*

In order for organisations to be able to establish appropriate plans to retain talent, they should recognise that power has shifted from organisations to people. Organisations should revisit their human resources strategies to be able to accommodate this shift and to gain competitive advantage. According to Michaels *et al.* (2001:6), the war for talent is creating a new business reality. Table 1 below presents a comparison between the “old” and “new” reality.

**Table 3.1: Comparison between the “old” and “new” reality**

<b>Old Reality</b>	<b>New Reality</b>
<b>People need companies</b>	Companies need people
<b>Machines, capital and geography are competitive advantage</b>	Talented people are the competitive advantage
<b>Better talent makes some difference</b>	Better talent makes a huge difference
<b>Jobs are scarce</b>	Talented people are scarce
<b>Employees are loyal and jobs are secure</b>	People are mobile and their commitment is short-term
<b>People accept the standard package that they are offered</b>	People demand much more

Table Adapted from Michaels *et al.*, 2001: 6

Michaels *et al.* (2001:11) identify imperatives that companies should act on if they want to win the war for managerial talent and to make talent a competitive advantage. This is surely not only applicable to managers, but to all employees, in general. These imperatives are discussed below.

- Embrace a talent mind-set

Research, which was conducted on General Electric, Enron, Angen and others revealed that performance and competitiveness are achieved with better talent, and without it they know that they would not outperform their competitors (Michaels *et al.*, 2001:11). In order to have better talent, a company should have every leader committed to that goal.

- Craft a winning Employee Value Proposition (EPV)

*“An Employee Value Proposition (EPV) is the holistic sum of everything people experience and receive while they are part of a company - everything from the intrinsic satisfaction of the work to the environment, leadership, colleagues, compensation, and more. It is about how well the company fulfils people’s needs, their expectations and even their dreams”* (Michaels *et al.*, 2001:43). A strong EPV is said to attract great people like flowers attract bees (Michaels *et al.*, 2001:43). There

is 'no one size fits all' EPV and every company has its own different EPV, which should be tailor-made to specific type of people that the company wants to attract (Michaels *et al.*, 2001:61).

- Rebuilding recruiting strategy

Gone are the days when people used to flock to company gates in search of employment. In this day and age, people (looking for employment) are scarce, but talented people are even scarcer. Organisations should, therefore, look for talent at all times (Michaels *et al.*, 2001:70), and not only when there are vacancies.

Table 2 below presents the difference between what used to happen in the old days concerning recruitment and what should be happening in this era in order for organisations to have as many necessary talented people as possible (Michaels *et al.*, 2001:70).

**Table 3. 2: Comparison of differences between old and new recruiting strategies**

<b>Old Recruiting Strategies</b>	<b>New Recruiting Strategies</b>
<b>Grow all your talent</b>	Pump talent in at all levels
<b>Recruit for vacant positions</b>	Hunt for talent all the time
<b>Go to a few traditional sources</b>	Tap many diverse pools of talent
<b>Specify a compensation range and stay within it</b>	Break the compensation rules to get candidates that you want
<b>Recruiting is about screening</b>	Recruiting is about selling, as well as screening
<b>Hire as needed with no overall plan</b>	Develop a recruiting strategy for each type of talent

Adapted from Michaels *et al.*, 2001:70

- Weave development into your organisation

Winning the war for talent requires more than winning the recruiting battle, and there is a need for development to be part of the company in order to increase peoples' capabilities. This (development) is vital when it comes to attracting and retaining

people, as talented people are inclined to leave if they are not growing (Michaels *et al.*, 2001:14).

- Differentiate and affirm your people

Michaels *et al.* (2001:126) advise organisations to assess performance and potential levels of people, and to give them commensurate promotions, compensation and development opportunities. They further recommend that employees should be grouped according to their capabilities, for example, **A players** – those who define the standard for exceptional performance by consistently delivering results and inspiring and motivating others; **B players** – those who are solid performers that meet expectations, but may have limited upward mobility; and **C players** – who deliver barely acceptable results. Hence, the organisation should invest in **A players** to be sure to retain and develop them; affirm and develop **B players** to contribute their best; and act decisively on **C players** either to help them raise their performance or by removing them from critical positions (Michaels *et al.*, 2001: 127). Sigler (1999:1) mentions that a lack of information about employees' performance may complicate an organisation's endeavour to retain productive employees. Organisations should, therefore, collect adequate information on employees' performance to be able to distinguish productive workers from non-productive ones in order to reward them accordingly (Sigler, 1999:1).

Conversely, critics of the war for talent argue that it:

- reduces teamwork, creates destructive internal destruction, slows down learning and the spread of best practices in the company by invariably emphasising individual performance;
- has a tendency to glorify talents outside the company and downplay skills and abilities inside, leading to a loss of motivation and turnover;
- creates a self-fulfilling prophecy where those who are labelled as less able become less able because they are asked to do less, given less resources, training and mentoring;
- de-emphasises on fixing systemic, cultural, and business process issues that are invariably much more important for performance enhancement;

- develops an elitist, arrogant attitude that once an organisation has successfully competed in the war for talent, it has the best people. This attitude makes building a wise organisation almost impossible (Pfeffer, 2001: 249).

Pfeffer (2001:251) further disputes that even though the talent-war mentality has led to an emphasis on rewarding the best to attract and retain them, there is little evidence that simply paying people more is the most critical factor to recruit, or particularly retain employees. He emphasises that most surveys show that money is not the most important reason why people take or leave jobs.

#### 3.2.4 *Employee wellness programmes (EWP)*

Another factor that might have an influence on retention of staff at NIP is employee wellness, which is described by Swanepoel, Erasmus, van Wyk, and Schenk (2000:586) as employees' state of optimised social, physical and mental health and well-being. This entails a holistic approach of looking after the physical, psychological and social state of well-being of the employees of an organisation.

According to Babtiste (2007:286), all businesses strive to be in healthy states. However, if their employees are not in a good state of health and wellbeing, it affects business performance. Unhealthy employees increase costs because of low productivity owing to illness, medical care, and production disruption as a result of absence and turnover (Jackson, Schuler and Werner, 2009:499). A healthy organisation is, therefore, critical for survival in this competitive global in which we live, work and operate (Baptiste, 2007:291). Swanepoel *et al.* (2000:585) advise that apart from attracting and appointing high quality staff and deploying strategies and practices that unlock employees' potential, management should also show that they care for their employees.

The vision of "*health, work and wellbeing – caring for the future*" has been embraced by cutting edge companies that have invested hugely in the wellbeing of their

workforce, and are now reaping the benefits as it appears that wellbeing at work is increasingly being recognised as an important factor, which determines organisation success (Baptiste, 2007:285). Noe *et al.* (2004:551) correctly state that a healthy workforce means better productivity and fewer workdays lost, as well as reduced medical costs by keeping injuries and illnesses minimal. This is supported by Swanepoel *et al.* (2000:585) who indicate that an employee who is generally well will usually perform better than one who is not.

Baptiste (2007:287) urges human resources to increase the value of human capital through flexibility and development, and hence, the wellbeing of the workforce is critical to the performance and survival of organisations. *“If employees believe their employers feel little commitment to their welfare, they can hardly be expected to commit themselves to the company’s success”* (Noe *et al.*, 2004:543). Hence, Cho, Johanson, and Guchait (2009:380) suggest that organisations should investigate what organisational practices influence employees to develop beliefs that their employers are concerned with in terms of their contribution and wellbeing. Human resource management practices can be used successfully by organisations to influence employees’ beliefs about organisations’ commitment to their employees (Cho *et al.*, 2009:380).

In order to show commitment towards employee welfare, improve productivity and ensure healthy organisations in this era, organisations should establish employee wellness programmes. Employee wellness programmes focus on changing behaviours both during and outside of work time, which could eventually lead to future health problems (Noe, *et al.*, 2004:545). This includes not only disease identification, but also lifestyle modification such as hypertension identification and control, smoking cessation, physical fitness and exercise, nutrition and diet control, as well as job and personal stress management (Nel *et al.*, 2001:308). The objective of wellness programmes is not to eliminate symptoms and diseases, but to help employees build lifestyles that will enable them to achieve their full physical and mental potential through health awareness (Nel *et al.*, 2001:308). Potential short-term benefits of these programs are readily identifiable to the employee and they include improved cardiovascular fitness, improved self-esteem, loss of weight, and with the adoption of healthier lifestyle behaviors, decreased risk of cancer, illness, disability, and death (Bonner, 1990:32). Most of the companies that chose to adopt wellness



programmes cited the main objective as increasing employee productivity, to improving employees' welfare benefits and morale, and enhancing the corporate image of the company (Wong, 1993, cited in Ho, 1997:177). According to Ho (1997: 181), studies show that absenteeism in the workplace can be reduced by as much as 42 percent through wellness programmes.

Noe *et al.* (2003:546) describe wellness programmes to be either passive or active and are discussed below.

- Passive wellness programmes

These programmes use little or no outreach to individuals and do not provide ongoing support (Noe *et al.*, 2003:546). Examples of passive programmes are:

- *Health education programmes* - it raises awareness levels of health-related issues and informs people about health-related topics. Classes, promotions such as annual mile run and newsletters on current health issues are forms in which health education programmes are conducted; and
- *Fitness facilities* – the company sets up a centre, which is equipped with aerobic and muscle-building exercise machines and staffed with certified athletic trainers. Employees are free to use it on their own time. This is supported by Deery (2008: 804) who has recommended that organisations should provide, if possible, health and wellbeing opportunities such as access to a gymnasium or at least time to exercise in order to retain good staff. Swanepoel *et al.* (2000:595) indicate that fit employees will usually be happier and more productive and hence absenteeism will, in all likelihood, decrease.

- Active wellness programmes

Active wellness centres assume that behaviour change requires not only awareness and opportunity, but support and reinforcement. They have all the features of passive wellness programmes, as well as counselling that handle one-on-one outreach and provide tailor made, individualised programmes for employees. In wellness centres, measurements of an individual's weight, blood pressure, and lung capacity are taken and progress is monitored overtime (Noe *et al.*, 2003:546).

### 3.2.5 *Remuneration, reward system and benefits*

Remuneration may be defined as financial and non-financial extrinsic rewards that are provided by an employer for the time, skills, and efforts made available by employees in the fulfilment of job requirements, which are aimed at organisational goals achievement (Swanepoel *et al.*, 2000:526).

Compensation is said to be the key factor to attract and retain the best workers, especially during economic or market place vitality or mergers or acquisitions when people are uncertain about their jobs (Noe *et al.*, 2003:494). Moncarz *et al.* (2009: 441) state that a major and perhaps the most notable among organisational retention initiatives are compensation and benefits. Studies have found that highly competitive wage systems promote employee commitment, which results in the attraction and retention of a superior workforce (Moncarz *et al.*, 2009:441). A study, which was conducted by Beulen (2009:277) in Argentina, Brazil, China and India found remuneration and career opportunities to be the main reasons why employees leave organisations. Noe *et al.* (2003:439) note that when it comes to retention, employees who are recruited from another organisation are often attracted with promises of higher salaries. Some companies are said to pay special 'hot skills' premiums to employees whose expertise is crucial and often difficult to obtain (Cappeli, 2000:106 cited in Hytter, 2007:67). This is supported by a study that was done by Horwitz *et al.* (2003:32) who found that a high competitive pay package is rated second amongst retention strategies.

Swanepoel *et al.* (2000:528) thus advise that in order for an organisation to maintain a competitive pay-level strategy, it should conduct salary surveys in order to have some knowledge of the going rate in the labour market. Curtis and Wright (2001:61), cited in Hytter (2007:67), concur with Swanepoel *et al.* (2000:528) that pay levels should be reviewed and compared with other employers regularly, while jobs should be evaluated to provide equitable grading decisions, and clear explanations should be provided concerning the link between performance and reward, performance-related pay schemes should be regularly reviewed, and employees should be involved in developing and operating job evaluation, as well as performance-related

pay schemes. In their study, Mulvey *et al.* (2002), cited in Hytter (2007:67) found that satisfaction with the process used to determine that payment was more important to determine employee retention than satisfaction with the amount of pay received. The compensation program should, therefore, be coordinated with business and human resource strategies (Noe *et al.*, 2003:498).

An option of using payments to recognise employee contributions has been thought of as a way to influence current employees' attitudes and behaviours, while pay level and benefits have been regarded as a way to influence decisions –whether to join or remain with the organisation (Noe *et al.*, 2003:497). Noe *et al.* (2003:497), however, indicate that there is increasing recognition that individual payment programs may affect the nature and composition of an organisation's workforce, for example, an organisation that links pay to performance may attract more higher performers than an organisation that does not link the two. Conversely, organisations that link pay to individual performance are more likely to attract individualistic employees, and organisations that rely on team rewards are likely to attract team-oriented employees (Noe *et al.*, 2003:498). Rynes *et al.* (2004:387) add that receiving performance-based pay is more important to high academic achievers than to others. In order to prevent one sided composition of organisations (organisations with individualistic employees only or team-oriented employees only), organisations should not to choose one compensation program over another, but rather use a combination of programs instead (Noe *et al.*, 2003:498).

Apart from the payment, there is a concept of rewards that is also valued by employees. Organisations that give the greatest rewards tend to attract the most applicants and can, therefore, recruit the best qualified staff (Swanepoel *et al.*, 2000: 528). Similarly, the study of Moncarz *et al.* (2009:451) reveals that organisations that have appropriate reward systems in place were found to experience lower turnover of non-management employees. Rynes *et al.* (2004:392) caution that while managers will consider financial and nonfinancial tools to attract, motivate and retain employees, it would be a mistake to conclude that monetary rewards are not highly important. Hence, Swanepoel *et al.* (2000:528) recommend that in order for the organisation to encourage valuable staff members to remain, its remuneration system should provide sufficient rewards to these employees to feel satisfied when they

compare their rewards to those that are received by individuals who perform similar jobs in other organisations.

Conversely, according to Noe *et al.* (2003:349), satisfaction with benefits is an important dimension of overall pay satisfaction. This is supported by Baptiste (2007: 289) who states that there is a growing number of managers within the private sector who now reason that if employee performance results in enhanced organisation performance, then employees should share benefits that are received. Dulebohn, Molloy, Pinchler, and Marray (2009:86) indicate that the implications of employee benefit decisions are among the most relevant factors to remain competitive in the labour market. Indirect compensation or benefits play a significant role in employees' attraction and retention. This is said to be true for costly benefits such as health insurance and pension plans. Such a provision is an increasingly important issue to both employers and employees (Dulebohn *et al.*, 2009:86).

Michaels *et al.* (2001:32) recommend that when it comes to attraction and retention of talent, a company should not be constrained by old compensation rules. They also advise that rules can be broken or rewritten to bring in the right outsiders, retain high performers and invest enough in talent for growth. After the effort of finding and selecting a great candidate, the person should not be left to go because s/he expects more money (Michaels, 2001:88).

### 3.2.6 *Leadership style*

According to Stoner *et al.* (1995:470), leadership is a process of directing and influencing task-related activities of group members. Nel *et al.* (2001:349) define leadership as a process whereby one individual influences others to willingly and enthusiastically direct their efforts and abilities towards attaining a defined group or organisational goal.

The way in which organisations respond to new challenges is unmistakably tied to the values, attitudes, style, and responses of their leaders. In this era of globalisation, it is

crucial for organisations to ensure competitiveness and to meet international standards in order to win the war for talent. Leadership could also be one of the factors that affects attraction and retention of talent in organisations. According to O'Neal and Gebauer (2006:9), leadership is one of the critical elements in the engagement equation. Research has found that the higher the leader's leadership score, the higher the willingness to perform a task; and that the higher the employee's job satisfaction, the lower the employee's job stress and the lower the employee's turnover intention (Hytter, 2007:71).

Leaders behave in different ways. Some leaders care a lot about employees and some care about production, while others dictate rules that should be followed, and yet others that give employees the freedom to decide on methods. Leadership styles are various patterns of behaviours, which are favoured by leaders during the process of directing and influencing workers (Stoner *et al.*, 1995:474). Certain types of behavioural leadership approaches are discussed below.

- Autocratic leadership style

According to Robbins and Decenzo (2004:311), an autocratic leadership style is that of a leader that centralises authority, dictates work methods, makes unilateral decisions, and limits employee participation.

- Democratic leadership style

A democratic leader tends to involve employees in decision making, delegates authority, encourages participation in work methods decisions and goals, and uses feedback as an opportunity to coach employees. Such leaders invite input and concerns from employees, but make decisions themselves (Robbins & Decenzo, 2004:312). Organisations that use staff suggestions benefit not only financially, but also help to foster their employees' self-esteem and commitment to the organisation (Hytter, 2007:71). Hytter (2007:71) insists that individuals should be clear about responsibilities and performance standards, while they should be given feedback on how well they do their work.

- Laissez-faire leadership style

A laissez-faire leader is described by Robbin and Decenzo (2004: 312) as a leader that gives employees complete freedom to make decisions and to complete work the way that they see fit. Management is advised to ensure that talented employees are given autonomy in their job functions and are given meaningful assignments that allow them to be involved in decision-making for their areas of expertise (Hytter, 2007: 72).

Hytter (2007:72) further advocates that employees should also be listened to and have the employer's complete attention when talking about their needs and job-related issues so that they feel important. Without an established feedback programme, employers can only guess how employees view their work environment and hence runs the risk of ending up with a demoralised workforce (Hytter, 2007:72).

### 3.2.7 *Employee recognition by management*

Apart from monetary incentives, work should be interesting and stimulating, and workers' achievements should be noticed and appreciated (Delfgaaw and Dur, 2006:1). People want and need to feel valued, which drives individuals' performance and satisfaction. When they do not feel valued they become demoralised and are more likely to leave the organisation (Michaels *et al.*, 2001:128).

Recognition can be a personal congratulation of an employee in private for a good job, sending a hand written note or e-mail message to acknowledge something positive that is done by an employee or public accomplishment recognition for employees who have a strong need for social acceptance (Robbins *et al.*, 2003:153). Research shows that employers should show commitment to their employees (Hytter, 2007:62). If an employer fails to build relationships with his or her employees, they may begin to feel unimportant, unappreciated and might leave the company (Michaud, 2005:10, cited in Hytter, 2007:62).

### 3.2.8 Training and development

Training is defined by Noe *et al.* (2003:251) as a planned effort by the company to facilitate employees' learning of job-related competencies. The aim of training is for employees to master knowledge, skills and behaviours, which are emphasised in training, and apply them to their day-to-day activities.

Conversely, development refers to formal education, job experiences, relationships and assessment of personality and abilities that help employees to prepare for the future (Noe *et al.*, 2003:377).

Well-led organisations show evidence of expanding effort on improving marketability of their key talents via coaching, project and stretch opportunities, whilst they are incumbent within the organisation, and likely to hold on to key talents longer than those who do not recognise this opportunity-cost need in talented people (Glen, 2007:5). Walsh and Taylor (2007), cited in Moncarz *et al.* (2009:440) state that although it was important to obtain a good salary and benefits package, whether employees remain with the organisation primarily depends on the degree to which their employers respond to their professional growth. Moncarz *et al.* (2009:441) mention that in organisations where employees receive proper training that is necessary to assume greater responsibilities, turnover rates are generally lower. Furthermore, several scholars have concluded that training activities are correlated with productivity and retention (Moncarz *et al.*, 2009:441).

According to Curtis and Wright (2001:61), cited in Hytter (2007:69), it is undoubtedly that dissatisfaction with career prospects is a major cause of turnover. The perception of how career development is managed is said to be a more important indicator for motivation than job satisfaction. Therefore, in order to improve retention, a company should align career development policies with the needs of employees (Mak and Sockel, 2001, cited in Hytter, 2007:69).

### 3.2.9 *Work-life balance*

Work-life balance is a broad concept, including proper prioritisation between "work" (career and ambition) on the one hand and "life" (pleasure, leisure, family and spiritual development) on the other ([http://en.wikipedia.org/wiki/Work-life\\_balance](http://en.wikipedia.org/wiki/Work-life_balance)).

Although monetary rewards can be a top motivator for employee retention, having a fun working environment and flexible hours are also important motivators (Wildes, cited in *Moncarz et al.*, 2009:439). Hytter (2007:73) urges that achieving a better work-life balance has become increasingly important for many employees, and some organisations have improved retention by offering staff more flexible working options and by implementing other family-friendly policies.

Work-life balance initiatives might include workshops that are aimed at achieving a better work-life balance, access to a range of domestic services, gradual return to work programmes for those who have been on maternity leave, advisory services about childcare, unpaid career breaks and extended parental leave (Curtis and Wright, 2001, cited in Hytter, 2007:73). Research has revealed that managers are keys to the initiation and implementation of work-life balance policies, which does not only address work-life balance issues, but they also enhance employee retention (Deery, 2008:800).

Deery (2008:804) and Swanepoel *et al.* (2000:596) recommend actions that can be adopted by organisations in order to retain good staff, as well as assist in balancing work and family life, as shown below:

- allowing flexible work arrangements such as job sharing and working from home;
- determining correct staffing levels so that staff is not overloaded;
- allowing adequate breaks during the working day;



- having provision for various types of leave such as career leave and time-out sabbatical types of leave;
- staff functions that involve families;
- providing child and elder (parent) care facilities; and
- involving spouses and children in certain recreational, fitness and other social activities and facilities of the organisation.

Organisations are argued to be fully aware of the importance and potential value of this aspect of human resource management, as research has shown that conflict between family and working life are related to increased health risks for parents, poor morale, depression, poorer work performance and decreased productivity, amongst other factors (Swanepoel *et al.*, 2000:595).

### *3.2.10 Relationship with supervisor and co-worker*

Relationship is described as the way in which two people, group or countries behave towards each other or deal with each other (Wehmeier, McIntosh, Turnbull and Ashby, 2005:1229).

Supervisors and co-workers are the primary set of people that can affect job satisfaction (Noe *et al.*, 2003:438). Cunningham, (n.d:14) also points out that having a good relationship with one's supervisor is one of the major reasons for staying with a job. Cunningham (n.d:14) further mentions that just as having a strong relationship with one's supervisor is important, having a positive relationship with co-workers is also a major reason for staying with a particular job.

According to Noe *et al.* (2003:438), there are three reasons why a person may be satisfied with his/her supervisor and co-workers, which include:

- having many of the same values, attitudes and philosophies that supervisors and co-workers have;

- providing social support - this is the degree to which a person is surrounded by people that are sympathetic and caring. Social support is said to be a strong predictor of job satisfaction (Neo *et al.*, 2003:438). This could possibly influence employees' decision of whether or not to stay with the organisation; and
- helping to attain some valued outcomes.

### **3.3 Summary**

Businesses are faced with a great challenge of staff retention as talent has become scarce and people leave organisations that do not satisfy their needs to join those that are more appealing to them. Staff retention is influenced by different factors, which range from motivation, leadership style, employee involvement, recognition, remuneration and rewards, to mention a few. Organisations that are aspire to gain competitive advantage should be prepared to place talent retention on their agenda. Companies should introduce retention strategies in order to win the war for talent. Retention of staff should become every manager's duty and staff surveys should be considered in order to determine what really makes different people stay with organisations as different people are motivated by different factors.

Hence the following chapter presents the design of the study that was employed to obtain data from employees, as well as from management.

#### **4.1 Introduction**

The information required to investigate factors that affect attraction and retention of staff at NIP could mainly be obtained from primary sources. Primary sources are data collected by a researcher or data that already exists in textual or numeric form (Mouton, 2008:69). Such data will be collected from questionnaires and interviews with NIP employees and managers, respectively. Research methods that were utilised to gather information that is required to answer the research questions, are explained in the sections below. The research design, research area, targeted population, sampling size, techniques that were employed during data collection, and the proposed data collection method, are also discussed in detail below.

#### **4.2 Research design**

A research design is an approach according to which research participants are obtained and data is collected from them (Welman and Kruger, 2001:46). The nature of this study's research problem required participation of both employees and management of the organisation under examination. Research methods are divided into main groups, which are quantitative and qualitative methods. However, in order to achieve the objectives of this study, this study used a mixed-methods approach (both quantitative and qualitative approaches). This is explained below.

##### **4.2.1 Quantitative methods**

Quantitative methods collect information about variables that can be counted (Moore, 2006:104). According to Leedy and Ormrod (2005:94), with the quantitative method numerical data is collected and statistical procedures are used to analyse data, while conclusions are made from such data. The quantitative method is useful to make

statistical calculations from large numbers of numerical data. Quantitative research (the word 'quantitative' comes from the word 'quantity') involves information or data in the form of numbers.

The number of people who will participate in this research serves as the numerical data.

#### 4.2.2 Qualitative methods

Qualitative methods deal with information that is less easily understood by counting them (Moore, 2006:104). This method normally begins with research questions, verbal data is then collected and organised in a form that gives them coherence and verbal descriptions are used to portray the situation studied (Leedy and Ormrod, 2005:94). Qualitative research involves collecting, analysing and interpreting data by observing what people do and say. Qualitative research is much more subjective, and uses different methods to collect information, mainly individual, in-depth interviews and focus groups. The nature of this type of research is exploratory and open-ended. Small numbers of people are interviewed in an in-depth manner and/or a relatively small number of focus groups are conducted. Qualitative research tries to understand human behaviour and the reasons that govern such behaviour. The aim of qualitative research is to deepen one's understanding about something, and usually this means going beyond numbers and statistics. Qualitative research helps us to give reasons why the numbers tell us what they do. In this study textual data was collected from various participants, which serve as qualitative data.

#### 4.2.3 Mixed methods

This approach uses both qualitative and quantitative methods within a single research project (Denscombe, 2008:107). Among other reasons for using a mixed-methods approach, is to obtain a more complete picture of the subject by seeing things from different perspectives (Denscombe, 2008:107). In order to obtain desired results, the researcher was required to use the mixed-methods approach. This method was used particularly to obtain views, feelings and opinions from both employees and management

of NIP regarding staff attraction and retention. This should help the researcher to propose impartial interventions to curb the attraction and retention problem that the company is experiencing, as information from both parties becomes available.

The research was undertaken in the form of a case study. The term case study pertains to the fact that a limited number of units such as an individual, group or institution is studied intensively (Kruger & Welman, 2001:182). In this case the Namibia Institute of Pathology (NIP) is the institution that will be studied intensively, therefore, the case study approach is deemed appropriate.

### **4.3 Target population**

Population is defined by Welman and Kruger (2001:46) as the study object, which may be individuals, groups, organisations, human products and events or the conditions to which they are exposed. This is a group of potential participants to whom one wants to generalise the study results, and it is only when results can be generalised from a sample to a population, that they have meaning beyond the limited setting in which they were obtained (Welman, Kruger and Mitchell, 2006:55). However, because this study focuses on one institution as in a case study, the study is subjective and, therefore, it is not possible to generalise it to other institutions or spheres.

NIP has about 36 laboratories around Namibia, and the researcher has concentrated on all NIP non-management employees across the country. The researcher distributed questionnaires to participants (non-management employees) in order to determine factors that affect staff attraction and retention in the organisation. Conversely, results that were obtained from the interviews that were held with participating managers were generalised to the rest of the NIP managers. This is the only generalisation that was possible (within the same organisation).

#### **4.4 Sampling design**

A sample is described as a selected and chosen group upon which one carries out the research (Wisker, 2001:138). The size of the population makes it impractical and uneconomical to involve all members of the population in a research project, hence data that is obtained from a sample of the population is relied upon (Welman & Kruger, 2001:46). According to Denscombe (2008:13), this generalisation is done in the expectation and hope that the results found in a portion equally applies to the whole population. Other reasons that necessitate sampling include cost, feasibility, quality and time (Greenfield, 2002:185).

A non-probability (purposive sampling) sampling technique was used to select research participants (management) for interviews. The purposive sampling procedure was used because the researcher already knew something about those specific managers were seen as likely to provide the most valuable data (Descombe, 2008:17). The researcher relied on the experience (Welman and Kruger, 2001:63) of participants that were selected for interviews. These participants have been with the organisation for long, therefore, it was assumed that they would have good knowledge of what has been happening within the organisation. Apart from other participants, human resource managers were also part of the research participants. Purposively selected managers were interviewed by the researcher.

Conversely, all non-management employees were given questionnaires to complete, hence sampling was not necessary in this regard. This was done to increase the chances of obtaining data from a sufficient number of participants, which enabled the researcher to generalise the results to the entire organisation.

#### **4.5 Data collection strategy**

Information, which was required needed for this study to draw valuable conclusions and to propose proper interventions, were mainly obtained from staff members and

management members at NIP by posing questions to them. The use of a questionnaire and semi-structured interviews were deemed as the most appropriate in this case.

- **Questionnaires**

According to Wisker (2001:147), questionnaires gather information by directly asking people questions and then using such information as data for analysis. In this study the researcher distributed questionnaires to all non-management employees throughout the country. A questionnaire was designed to provide primary information from participants. It comprised rating scale questions, which were aimed at obtaining respondents' feelings, attitudes, perceptions and views (Leedy & Ormrod, 2005:185) towards attraction and retention of employees at NIP. A Likert/summated scale and open-ended questions were used. Questionnaires were mailed to participants, stationed at laboratories outside Windhoek, as this saved the researcher travelling expenses (Leedy & Ormrod, 2005: 185). The researcher personally delivered questionnaires to participants who were stationed in Windhoek.

- **Interviews**

An interview is referred to by Denscombe (2008:173) as something that is more than a conversation, although the two have many real superficial similarities. An interview involves a set of assumptions and understandings about a situation (Denscombe, 1983 & Silverman, 1985 cited in Denscombe, 2008:173).

Semi-structured interviews with five (5) purposively selected managers were conducted. The reason for a semi-structured interview is to avoid or prevent limitations to questions on the interview structure. It will also allow the researcher to follow standard questions with one or more individually tailored questions to obtain clarification or probe peoples' reasoning (Leedy & Ormrod, 2005:184). Interviews were hence conducted to establish perceptions, views and opinions of managers concerning attraction and retention of NIP employees. Face-to-face interviews were conducted with participating managers in

Windhoek and a telephone interview with one manager at the regional area. The interview responses from interviewees were recorded in writing by the researcher.

All research participants were informed via the cover letter of the questionnaire forms about voluntary participation and the right to withdraw from the study at any stage. The cover letter also indicated that provision of participants' names or employee numbers is prohibited. Participants were requested to place the completed questionnaire forms in a given return envelope, which should be sealed and returned to the researcher.

#### **4.6 Data analysis**

The SPSS software package was used to analyse quantitative data and content analysis was used to analyse qualitative data that was collected and conclusions were drawn from this data.

#### **4.7 Summary**

This chapter explained the research methodology and design that were used in this study. A mixed-method approach was used. Both probability and non-probability sampling were used to obtain the desired sample from the population. Sampling procedures, data collection procedures, as well as data analysis were also described in this chapter. The following chapter discusses the results of the study.



## CHAPTER 5: DISCUSSION OF RESULTS

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### 5.1 Introduction

This chapter presents findings of the study, which focuses on factors that affect attraction and retention of staff in the Namibian state-owned enterprise, namely the Namibia Institute of Pathology. Questionnaires were disseminated to all NIP employees, excluding management, in order to determine factors that affect attraction and retention of staff at NIP. A number of factors that are assumed to have effects on attraction and retention of staff were identified and different statements were listed, against which respondents rated their feelings, views and perceptions.

### 5.2 Research questions

The research intends to answer the following questions as stated earlier:

- What are the major causes or factors that motivate employees to leave or not to leave NIP?
- What are the reasons for a high labour turnover at NIP?
- Which attraction and retention strategies have been established at NIP?
- What are the views and suggestions of employees and management at NIP regarding attraction and retention of staff?
- Which interventions can NIP management employ to ensure attraction and retention of staff?

The abovementioned research questions were considered in the formulation of the questionnaire and interview questions.

### **5.3 Questionnaire results**

Questionnaires were distributed by hand and mailed to 321 participants, while 159 responses were received, which comprises a response rate of 49.5%. The researcher did not receive all the questionnaires back in spite of several reminders to participants and an extension of the return date.

#### **5.3.1 Section A: Demographic information**

Demographic information gives respondents information regarding gender, age, nationality, department, types of employment contract and number of years worked for the organisation. This information is provided for a better understanding of the workforce profile, and was requested in the questionnaire that was distributed to employees, but was not part of the semi-structured interview, which was conducted with management.

##### **5.3.1.1 Gender representation**

The researcher wanted to determine the gender representation of respondents.

Table 5.1 reveals that there were more female respondents than males. Female respondents accounted for 53.5%, while male respondents comprised 43.4% and 3.1% did not indicate their gender.

**Table 5.1: Respondents' gender representation**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	69	43.4	44.8	44.8
	Female	85	53.5	55.2	100.0
	Total	154	96.9	100.0	
Missing	System	5	3.1		
Total		159	100.0		

(n=159)

### 5.3.1.2 Respondents per department

The rationale for this question was to find out the number of respondents per department, as the company consists of different departments.

Table 5.2 below indicates that the Technical Operations Department has a majority of respondents, which represented 66%, followed by Finance, IT and Administration, which comprised 10.1%, while HR, Office of the CEO, Corporate Affairs and Quality Assurance respondents totalled 3.8%, 3.1%, 2.5% and 1.3%, respectively. There is, however, 13.2% of respondents who did not indicate their departments.

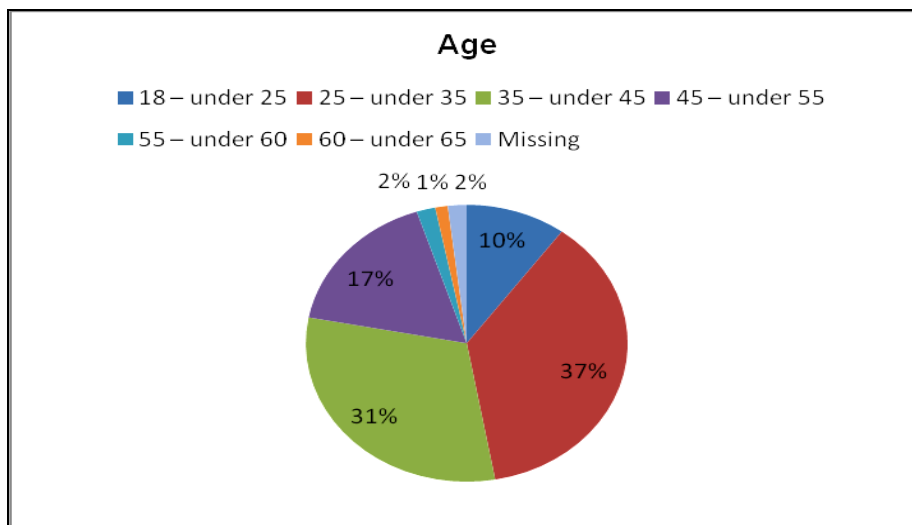
**Table 5.2: Respondents per department**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Human Resources	6	3.8	4.3	4.3
	Technical Operations	105	66.0	76.1	80.4
	Finance, IT & Administration	16	10.1	11.6	92.0
	Office of the CEO	5	3.1	3.6	95.7
	Quality Assurance	4	2.5	2.9	98.6
	Corporate Affairs	2	1.3	1.4	100.0
	Total	138	86.8	100.0	
Missing	System	21	13.2		
Total		159	100.0		

(n=159)

5.3.1.3 Age categories

The rationale for this information was to establish the age categories of NIP employees. Results are presented in the the Pie Chart below.



**Figure 5.1: Age**

As reflected in the above chart, respondents' age were presented in various categories. Hence, 25 – under 35 years represented 37% of respondents; 35 – under 45 years represented 31%; 17% comprised the age category of 45 – under 55 years; and 10% of respondents were aged 18 – under 25 years; while the age categories of 55 – under 60 years and 60 – under 65 years accounted for 2% and 1%, respectively. The remainder 2% of respondents did not indicate their age categories. These statistics show that the two age categories that were mainly represented by respondents were 25 – under 35 years and 35 – under 45 years. These two categories are assumed to be most productive, as they are young and the organisation should do their best to retain staff members of these ages to ensure competitive advantage.

#### 5.3.1.4 Types of employment contracts

The rationale for this information was to find out how many respondents were employed by what type of employment contract.

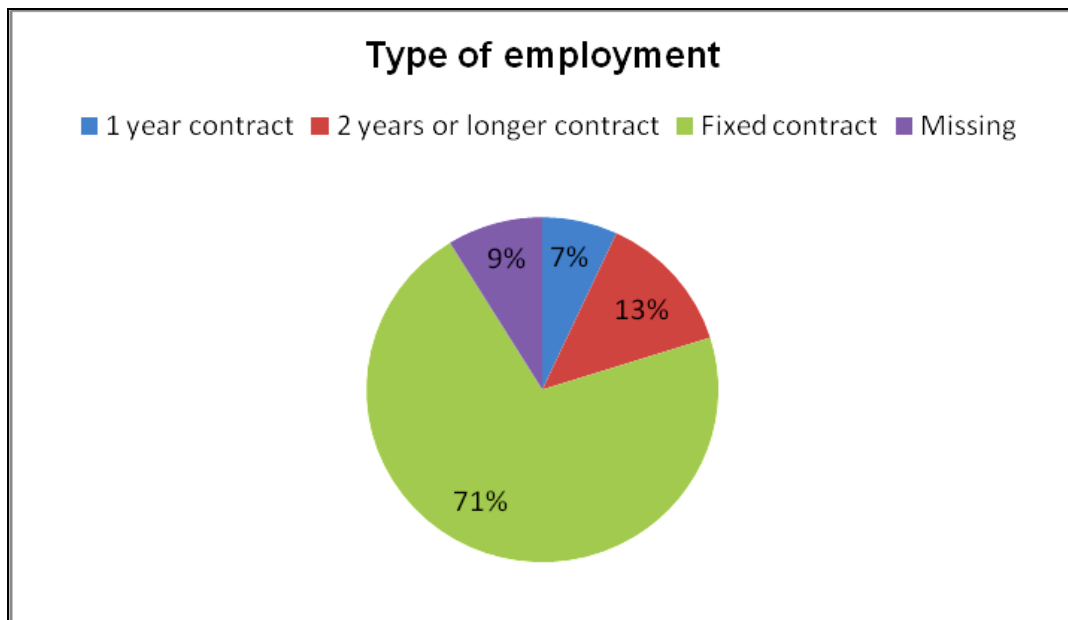
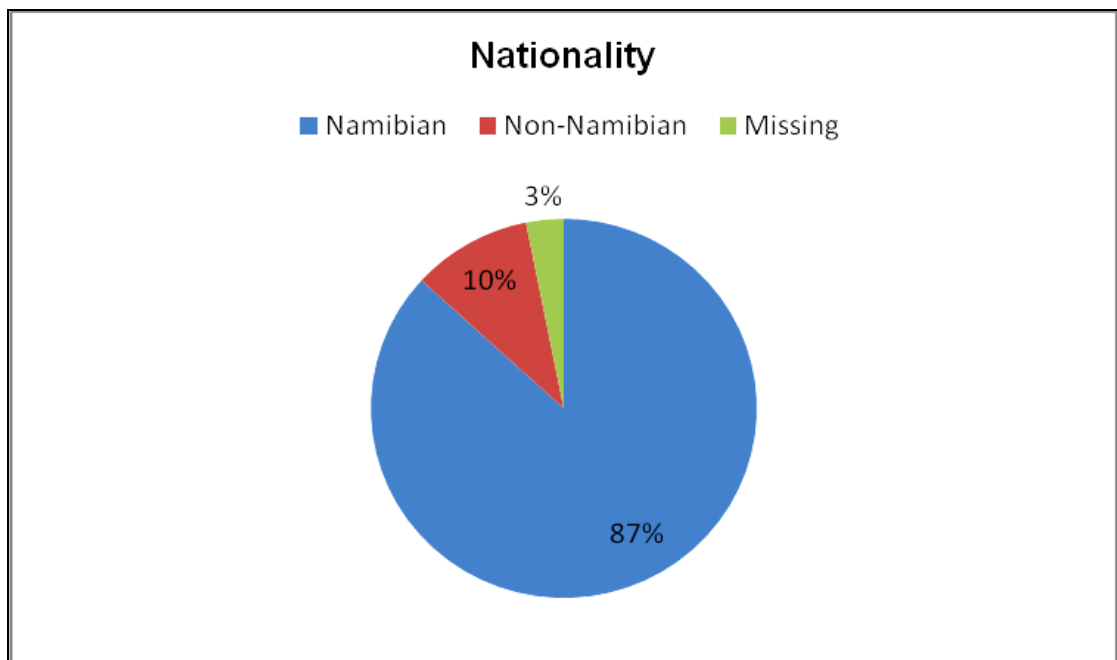


Figure 5.2: Type of employment contracts

The above chart shows that a majority of respondents, which accounted for 71% are on fixed contracts/permanent contracts; 13% are employed on 2 years or longer contracts; 7% are employed on a 1 year contract; and 9% did not indicate their type of employment. This shows that most respondents have job security at the organisation. Most respondents, namely the 20% that are employed on short term contracts, are likely to be non-Namibians / expatriates, since by law of the Namibian government, a non-Namibia is not allowed to be permanently employed in the country

#### 5.3.1.5 Respondents' nationality

The rationale for this information was to establish the number of Namibians and expatriates in NIP employment.

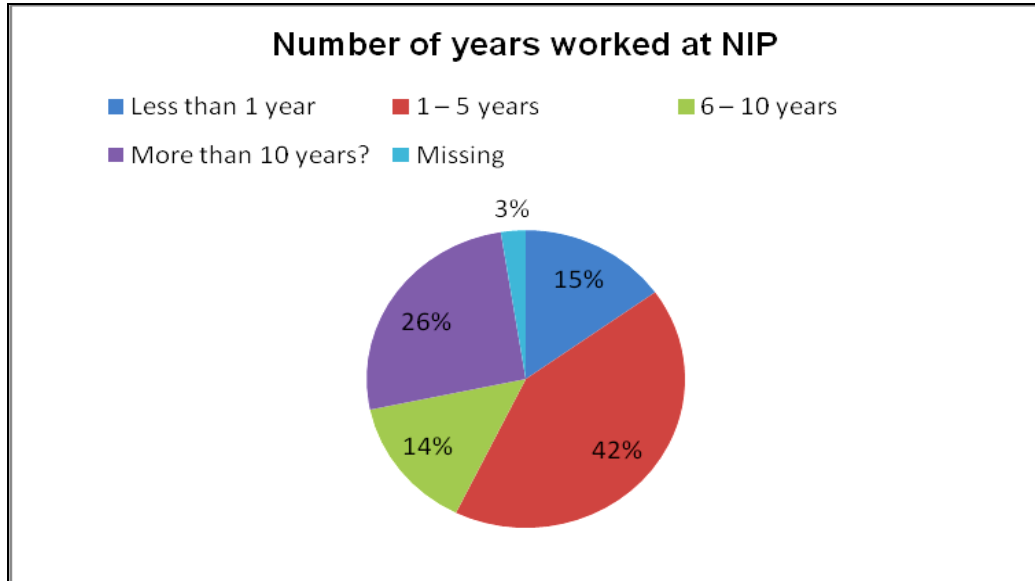


**Figure 5.3: Respondents' nationality**

Figure 5.3 above reveals that most respondents are Namibian nationals, which represent 87%; 10% are non-Namibians; and 3% did not indicate their nationality. This is an indication that NIP mostly employs Namibians.

### 5.3.1.6. Number of years worked at NIP

This information was aimed to establish the period that respondents have worked at the organisation.



**Figure 5.4: Numbers of years worked at NIP**

The above figure illustrates that 57% (15% worked for less than 1 year and 44% worked for 1 - 5 years) of respondents have worked for the organisation for a period of less than six (6) years; followed by 26% of respondents that have worked for more than 10 years; 14% of respondents indicated that they have worked for the organisation for 6-10 years; and 3% of respondents did not indicate their period of employment. This figure shows that the main categories of years worked by respondents is less than 6 years, which accounted for more than half of respondents. This is an indication that most of the staff members do not stay long with the NIP, or that they leave within the first five (5) years of employment. According to this result, it appears that NIP is experiencing retention challenges.

### 5.3.2 Section B: Factors that affect attraction and retention of staff

In order to discover, which factors contribute to attraction and retention of staff at NIP, the researcher posted different statements about identified factors that were deemed to have effects on attraction and retention at the organisation under study. Research participants were asked to weight such statements in their own opinions. The scales included, “strongly disagree, agree, undecided, disagree and strongly disagree”. It is crucial to mention that the response results for strongly agree and agree, as well as that of strongly disagree and disagree were combined and presented as one. Thus, results were only presented in three scales, namely “agree, undecided and disagree”. The following responses were received from the questionnaires, which were distributed to research participants.

#### 5.3.2.1 Working conditions

The aim of information in this section was to find out whether NIP working conditions were conducive, considering the effects that it may have on attraction and retention of staff. The bar chart below indicates responses of participants regarding statements that were made about working conditions.

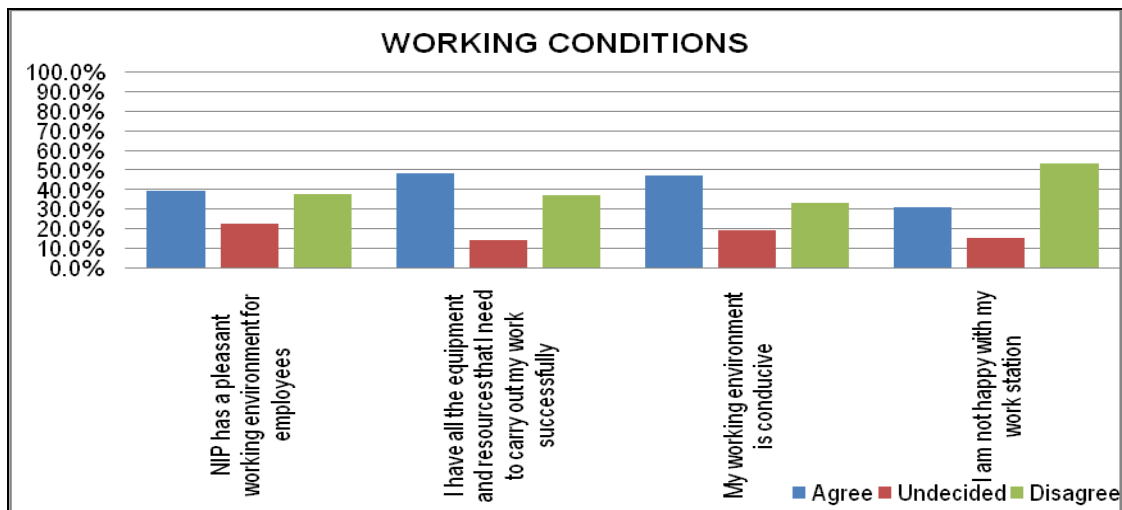


Figure 5.5: Working conditions



The above chart shows that there is a slight difference of 2% in responses regarding the issue of whether NIP has a pleasant working environment or not (39.7% agreed with the statement, while 37.7% disagreed), and 22.5% were undecided. Furthermore, 48.3% indicated that they have equipment and resources that they need to carry out their work successfully. Conversely, 37.1% disagreed with the statement, and 14.6% were undecided. Regarding the aspect of a conducive working environment, 47.3% viewed their working environment as conducive, while 33.6% disagreed and 19.2% were undecided. More than half of the respondents, namely 53.3% were happy with their work stations, 31.3% were unhappy and 15.3% did not reveal how they felt. Looking at the results of the study, it can be concluded that NIP working conditions are not convincingly conducive, as about half of respondents are happy.

### 5.3.2.2 Human Resource Delevopment

The basis for this information was to assess whether the organisation has any HRD programmes in place.

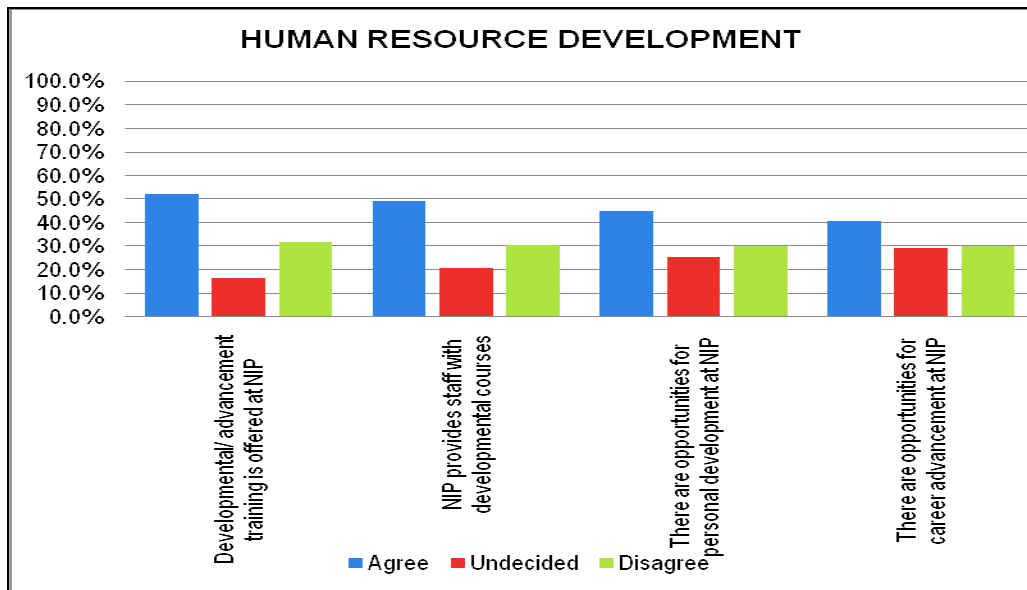
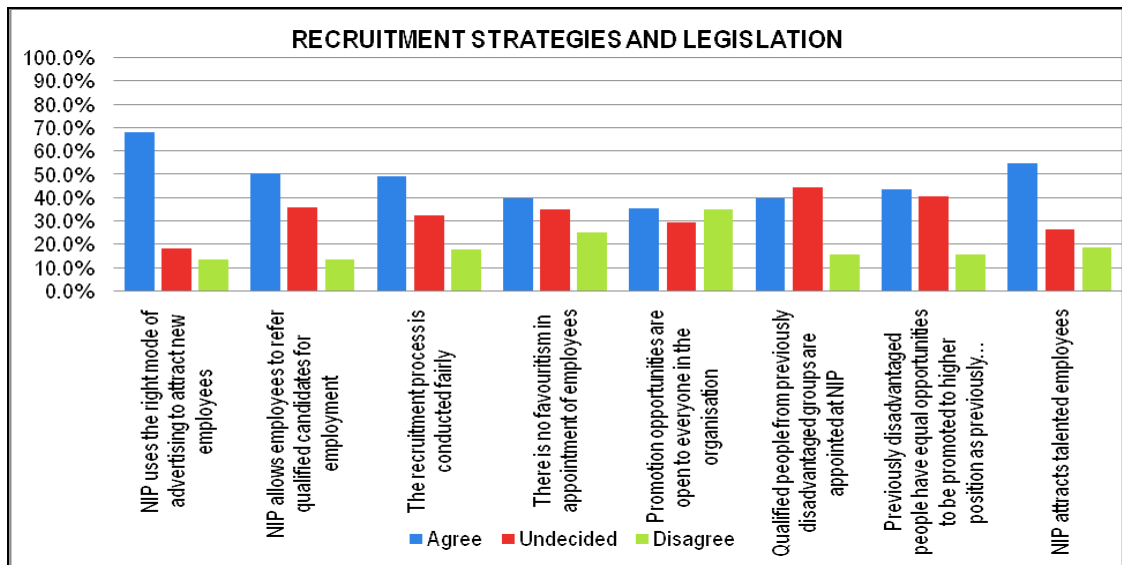


Figure 5.6: Human resource development

Figure 5.6 above shows that at least 52% of respondents agreed that there is developmental training, which is offered at NIP. However, 31.6% disagreed and 16.4% were undecided. On the issue of whether NIP provides staff with developmental courses, 49% agreed, while 30.5% disagreed and 20.5% was undecided. A total of 45% agreed that there are opportunities for personal development at NIP, while 29.8% disagreed and 25.2% could not decide. The chart indicates that 40.7% agreed that there are opportunities for career advancement at NIP. However, 30% opposed it and 29.3% did not divulge their positions.

### 5.3.2.3 Recruitment strategies and legislation

This information aimed to determine whether recruitment strategies, which are used by the organisation are suitable to attract and retain talented staff.



**Figure 5.7: Recruitment strategies and legislation**

Results shown in Figure 5.7 above reveals that 68% of respondents were of the opinion that NIP uses an appropriate mode of advertising, though 13.6% disagreed and 18.4% were undecided. Regarding referral of qualified candidates by employees, 50.7% agreed

that it was allowed, 35.9% was undecided and 13.4% disagreed. While 49.3% of respondents were of the opinion that NIP's recruitment process is conducted fairly, 32.6% were not sure about this, and 18.1% disagreed with this. Ratings on the aspect of favouritism in appointments were that 37.7% agreed, 34.9% was undecided and 25.3% disagreed. The issue of whether promotion is open to everyone in the organisation revealed that 35.6% of respondents agreed, 34.9% was undecided and 29.5% disagreed. Responses of the latter were worried that it could be a push factor for employees that are currently in NIP employment, as they may feel that they cannot be promoted to higher positions. Similarly, this could also deter potential talent, as they might think that they will be discriminated against upon appointment and for promotion later.

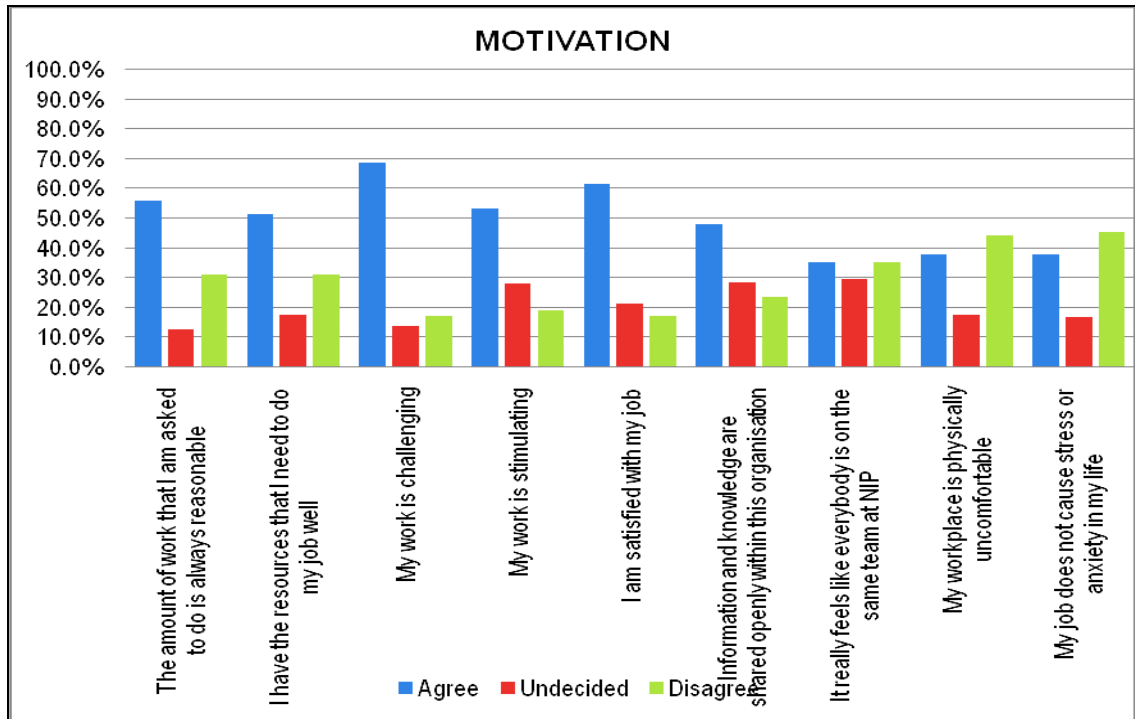
It is not clear whether qualified people from previously disadvantaged groups are appointed at NIP, as 44.6% of respondents were undecided in this regard. Although 39.9% agreed with the statement, 15.5% disagreed. Regarding whether previously disadvantaged people have the same opportunities of promotion as previously advantaged people, 43.4% of respondents agreed, while 40.7% was undecided and 15.9% disagreed. This could mean that NIP employees are not aware of the company's Affirmative Action (AA) plan, if there is any. A total of 54.9% of respondents agreed that NIP attracts talented employees, while 26.4% was undecided and 18.8% disagreed.

#### 5.3.2.4 Motivation

The rationale for statements in this section was to find out whether employees were motivated to work for the organisation.

The chart below reflects that 56.1% agreed that the amount of work that they are asked to do is always reasonable, while 31.1% disagreed and 12.8% was undecided. Most respondents agreed that their work is stimulating, challenging and that they are satisfied with their jobs. This is presented by 68.8%, 53.1% and 61.6%, respectively. The remainder of respondents was either undecided or disagreed. Teamwork is worrying in

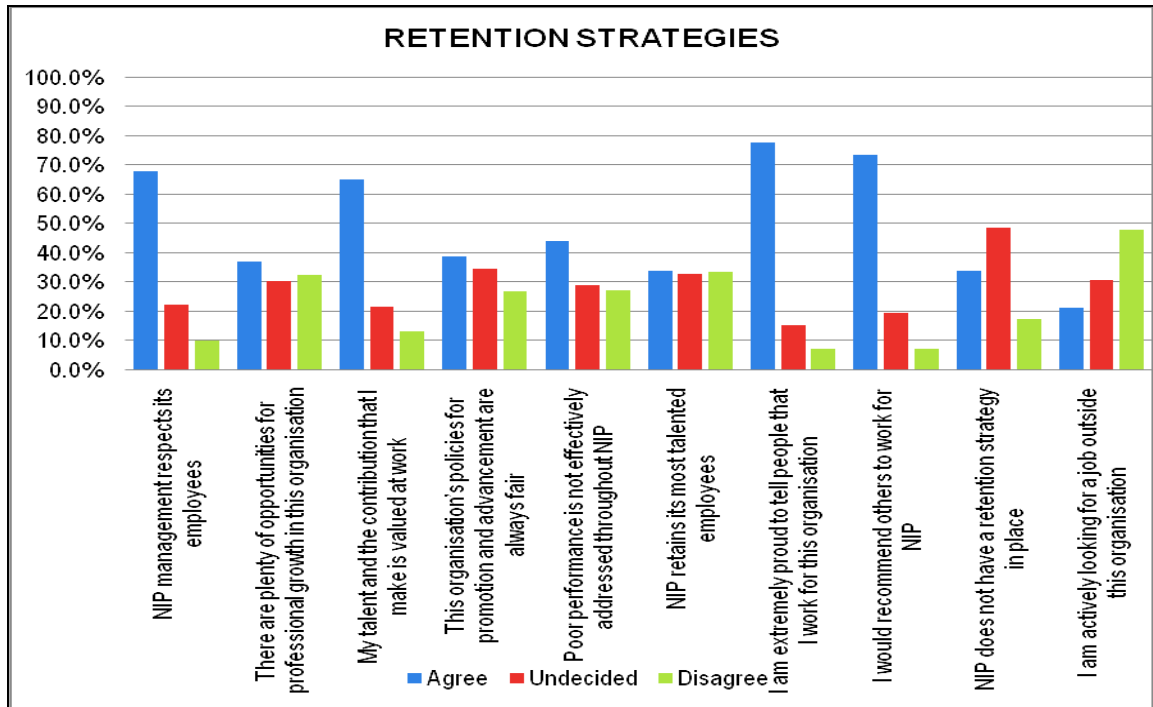
this organisation, as reflected in the responses to the statement: it feels like everybody is on the same team at NIP, since 35.2% agreed, 35.2% disagreed and 29.7% was undecided. The researcher believes that this could be one of the contributing factors to labour turnover.



**Figure 5.8: Motivation**

### 5.3.2.5 Retention strategies

The rationale for this information was to establish whether the organisation has established retention strategies. Retention strategies are necessary to reduce labour turnover, reduce training costs and improve productivity.



**Figure 5.9: Retention strategies**

Figure 5.9 above shows that 67.8% of respondents indicated that NIP management respects its employees, although 22.4% was undecided and 9.9% disagreed. A total of 65.1% of respondents felt that their contribution was valued at work, while 21.7% was undecided and 13.2% disagreed. In response to the statement that poor performance was effectively addressed at NIP, 43.9% agreed, 29.1% was undecided and 27% disagreed. A concerning response related to the issue of whether NIP retains its most talented employees, as 34% agreed, 33.3% disagreed and 32.7% were undecided. Regarding whether NIP does not have a retention strategy in place, 34% agreed with the statement, 48.7% was undecided and 17.3% disagreed. A total of 21.3% agreed that they were actively looking for jobs elsewhere, 48% disagreed and 30.7% was undecided. This is puzzling as the intentions of the undecided respondents could be that they wanted to leave, but were afraid to reveal it. It is impressive to note that an overwhelming 77.6% agreed that they are proud to tell people that they are NIP employees, while 7.1% disagreed and 15.1% was undecided. Similarly, 73.4% would recommend others to work for NIP, though 19.5% was undecided and 7.1% disagreed.

### 5.3.2.6 Employee wellness programmes

The rationale for this information was to find out whether the organisation under study has any employee wellness programmes in place. It is essential to take care of the physical, psychological and social well-being of employees, as this affects business performance.

Considering Figure 5.10, it is evident that the issue of an employee wellness programme is a serious concern among employees. Up to half of respondents, namely 52.4% indicated that there is a qualified person that they can talk to about their personal problems. On the contrary, 31.5% disagreed and 16.1% was undecided. Regarding the issue of health education, 60.7% indicated that the organisation offers this, 20.7% disagreed and 18.6% was undecided. A total of 60.3% indicated that they have no access to health facilities, while 29.8% stated that they have and 16.1% was not sure. More than 60% of respondents indicated that they work under pressure and need exercise. Most respondents, namely 80.3% showed interest in wellness programmes, and 8.2% had no interest, while the remaining 11.6% was undecided.

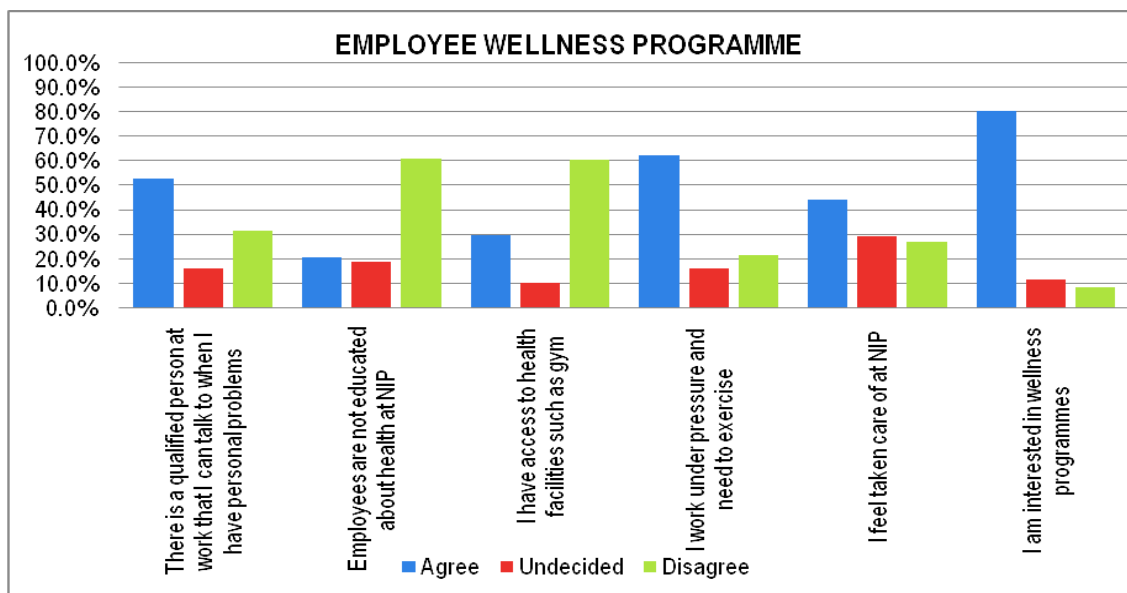


Figure 5.10: Employee wellness programmes

### 5.3.2.7 Remuneration, reward systems and benefits

The information obtained in this section was aimed at determining if the organisation has good remuneration, rewards and benefits systems.

Results, which are presented in Figure 5.11 below, indicate that in response to the statement that, people who turn ideas into actions are rewarded, 41.4% disagreed, 43.4% was undecided and 15.2% agreed. The statement that employees are not rewarded for achieving targets, revealed that 43.8% agreed with the statement, 28.1% was undecided and another 28.1% disagreed. A total of 31.3% of respondents were happy with their pay, 25.9% was undecided and 42.9% disagreed. Many respondents were not happy with their benefits, as 41.1% agreed, 38.4% disagreed and 20.5% was undecided regarding this statement. Hence, salaries and benefits are two of the reasons why people are leaving NIP's employ.

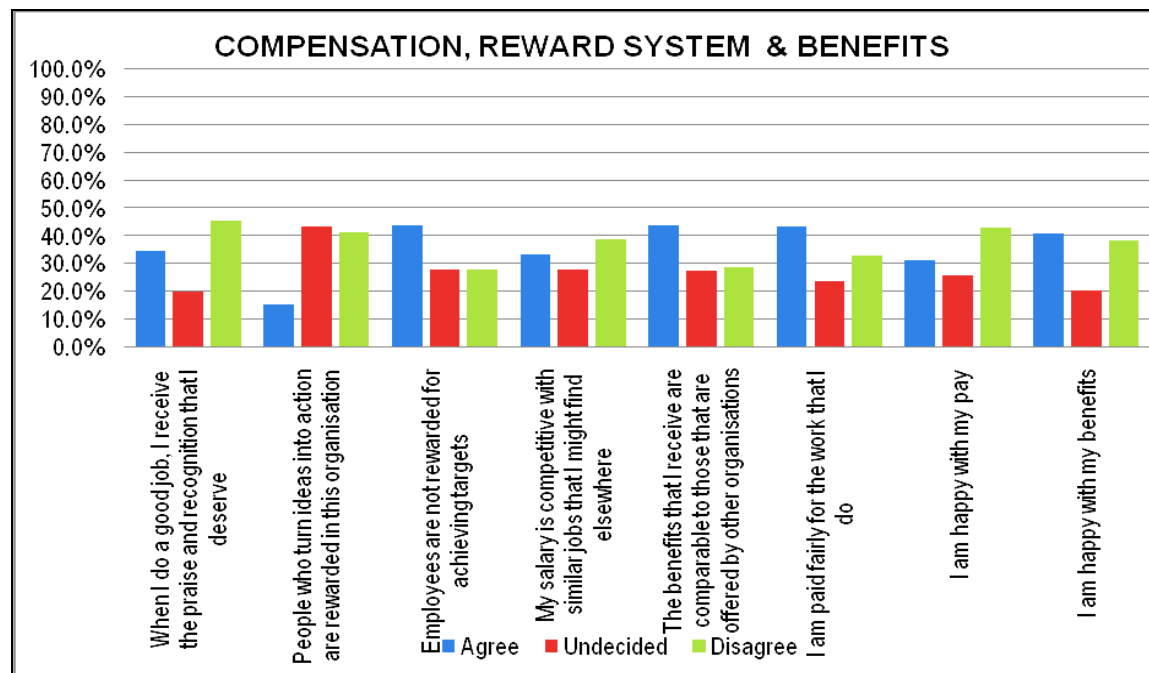
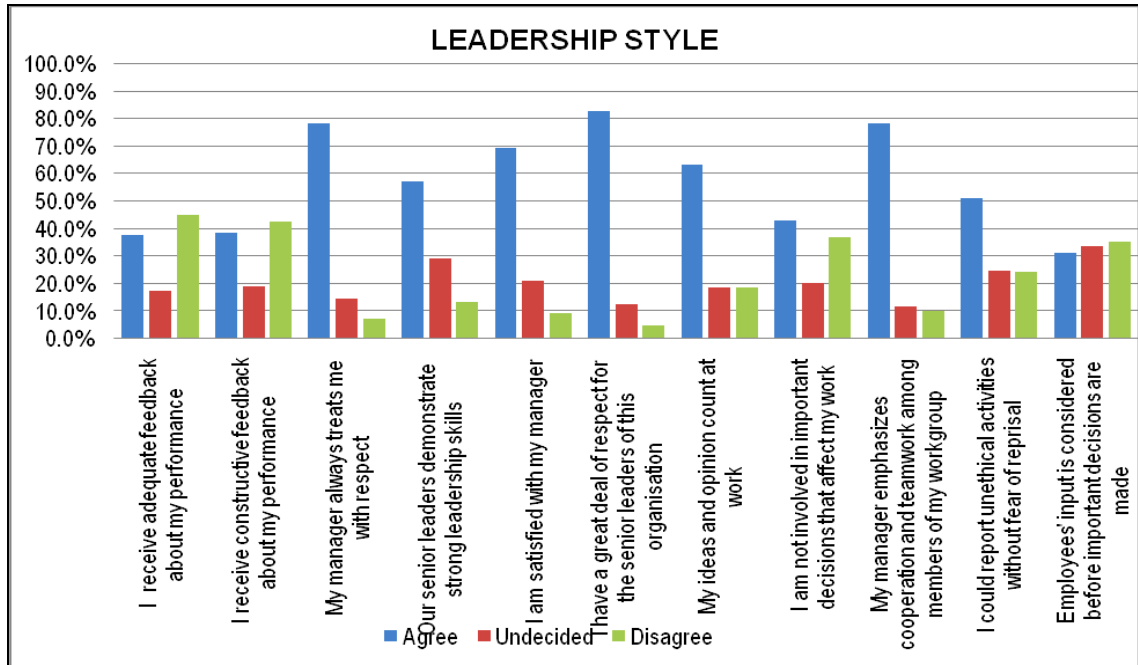


Figure 5.11: Compensation, reward systems and benefits

### 5.3.2.8 Leadership style

The aim for determining this information was to assess the possible contributions of leadership style to labour turnover in the organisation.



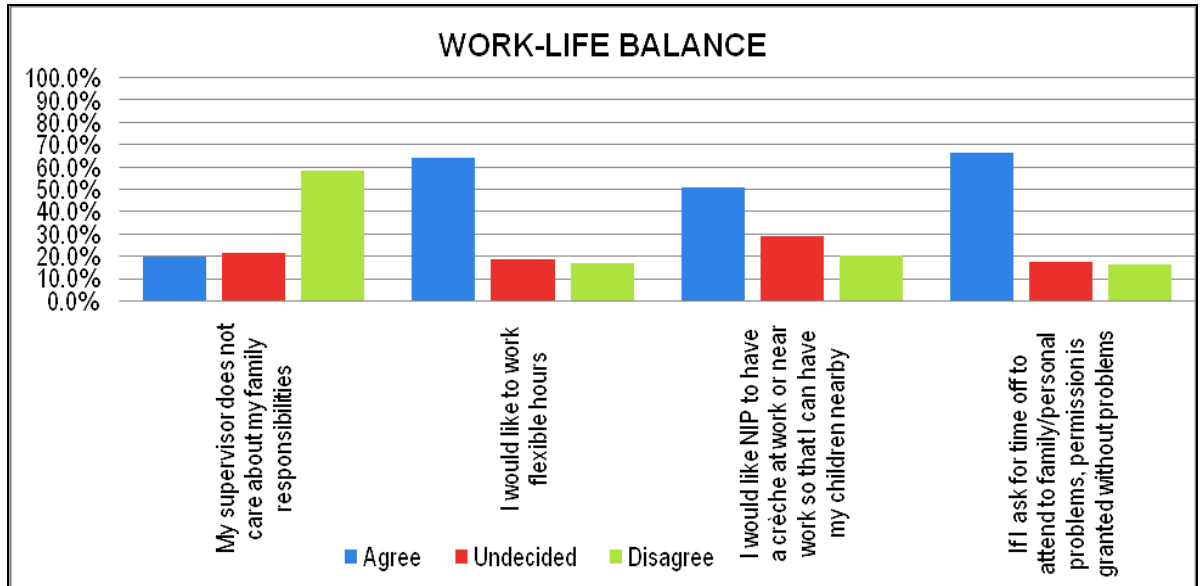
**Figure 5.12: Leadership style**

Figure 5.12 above shows that 37.6% of respondents agreed, 17.4% was undecided and 45% disagreed that they received adequate performance feedback. Regarding the question of constructive performance feedback, 42.5% disagreed, 38.4% agreed and 19.2% could not decide where they stood in this regard. A good number of respondents, namely 69.5% was satisfied with their managers, 21.2% was undecided and 9.3% was not satisfied. Regarding the statement that “my ideas and opinions count at work”, the responses revealed that 63.2% agreed, 18.4% disagreed and another 18.4% was undecided about the statement. A total of 31% agreed, 33.8% was undecided and 35.2% disagreed that employees’ inputs are considered before important decisions are made.



### 5.3.2.9 Work – life balance

Work-life balance is one of the crucial factors that talented persons take into consideration when taking up employment nowadays. Hence, the researcher found it important to solicit information regarding work-life balance at NIP.

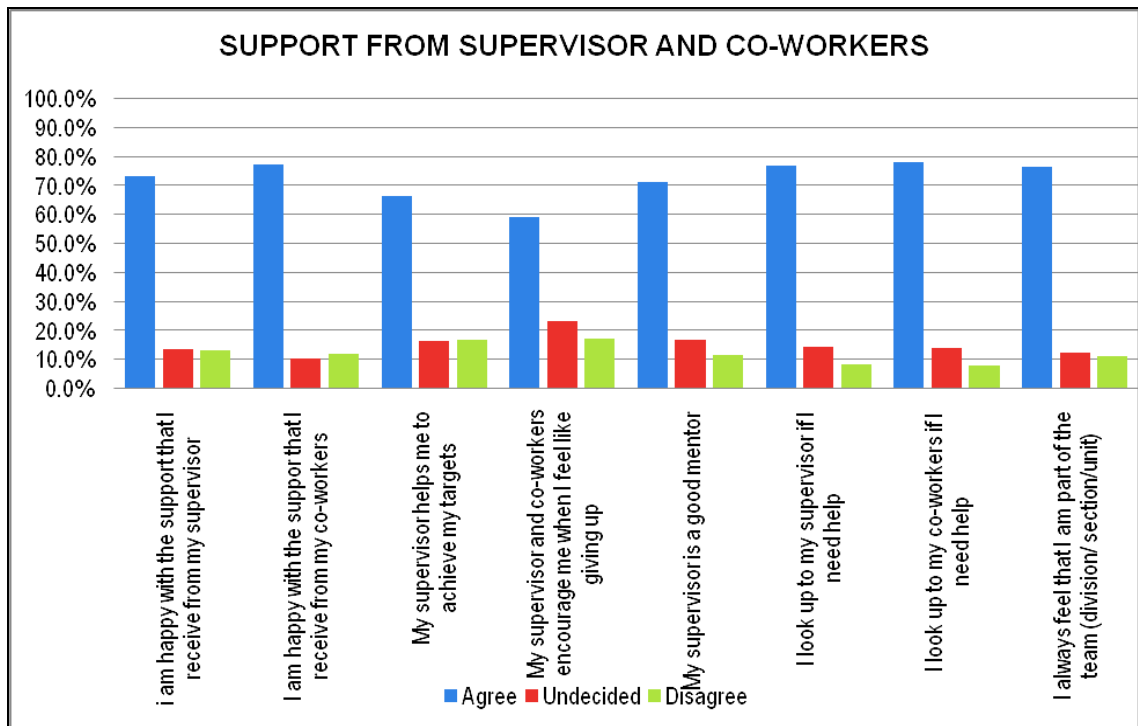


**Figure 5.13: Work-life balance**

Figure 5.13 above shows that more than 50% of respondents, namely 58.6% disagreed that their supervisors do not care about their family responsibilities, 21.7% was undecided and 19.7% agreed. A total of 64% of respondents expressed that they would like to work flexible hours, 18.4% was undecided and 17.1% disagreed. Regarding the issue of having a crèche at work or nearby, 50.7% of respondents agreed with this, 28.9% did reveal what they thought, while 20.4% did not support the idea. Regarding the aspect of granting permission to attend to personal problems, 66.2% indicated that they obtained permission without a problem, 17.6% was undecided and 16.2% disagreed with the statement.

### 5.3.2.10 Support from supervisor and co-workers

This information aimed to find out information about the support that employees receive from their supervisors and co-workers.



**Figure 5.14: Support from supervisor and co-workers**

The study revealed that 73.2% of respondents are happy with the support that they receive from their supervisors, 13.7% was undecided and 13.1% was not happy. Similarly, 77.5% of respondents are happy with the support that they receive from their colleagues, 11.9% was not happy and 10.6% did not take a position in this regard. Most respondents were positive that their supervisors help them to achieve targets, and that their supervisors as well as co-workers encourage them when they feel like giving up. A total of 71.2% of respondents believed that their supervisors were good mentors, while 17% was undecided and 11.8% disagreed. A number of respondents agreed that they receive help from supervisors and colleagues. Regarding the aspect of belonging, 76.5%

has a sense of belonging to their team, 12.4% was not sure and 11.1% did not feel part of the team.

### 5.3.2.11 Reasons to leave NIP

It was also deemed essential to find out from respondents why they would leave NIP. Specific reasons were listed and respondents were asked to indicate what was appropriate and to give any other reasons that was not on the list. The specific reasons included, lack of motivation, lack of job satisfaction, the leadership style, lack of rewards and recognition, and other. The results are presented in the tables below.

**Table 5.3: Lack of motivation**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	32	20.1	100.0	100.0
Missing	System	127	79.9		
Total		159	100.0		

Table 5.3 above shows that 20.1% of respondents would leave the organisation owing to a lack of motivation.

**Table 5.4: Lack of job satisfaction**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	33	20.8	100.0	100.0
Missing	System	126	79.2		
Total		159	100.0		

Table 5.4 above shows that 20.8% of respondents would leave the organisation owing to a lack of job satisfaction.

**Table 5.5: The leadership style**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	24	15.1	100.0	100.0
Missing	System	135	84.9		
Total		159	100.0		

The table above shows that 15.1% would leave the organisation because of the leadership style.

**Table 5.6 Lack of rewards and recognition**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	61	38.4	100.0	100.0
Missing	System	98	61.6		
Total		159	100.0		

Lack of rewards and recognition is another driving force that was rated at 38.4% by respondents, as per above table.

**Table 5.7: Poor working conditions**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	25	15.7	100.0	100.0
Missing	System	134	84.3		
Total		159	100.0		

Table 5.7 shows that 15.7% of respondents indicated that poor working conditions would make them leave the organisation.

Among other reasons why people would leave NIP included:

- Lack of career advancement/development/growth;
- Low housing benefits;
- Lack of promotion;
- Low salary;
- Lack of retirement benefits.

#### 5.3.2.12 Motivation to stay with the organisation

Factors that motivate respondents to stay at NIP were also requested and, among other things, the following were mentioned by many respondents:

- Passion for the job and career;
- Saving lives;
- To be able to provide for my family;
- Good working conditions;
- HR Development;

- Fringe benefits;
- Good salary;
- Challenges;
- Working environment;
- Job scarcity;
- Better salaries and benefits; and
- Team work.

#### 5.3.2.13 Areas that required improvements

Respondents were asked to provide their opinions regarding areas that they feel require improvement in the organisation. Among other things, some of the mentioned aspects included:

- Management;
- Training;
- Benefits;
- Core laboratory;
- Remuneration;
- Housing benefits; and
- Finance department.

## 5.4 Analysis of interviews

Semi-structured interviews were conducted with four (4) purposively selected managers. One manager (the fifth) declined to participate in the interview. Interviews were necessary in order to obtain management views in respect of attraction and retention of staff in the organisation. The information would assist the researcher to reach a better conclusion and hence make informed recommendations to the organisation.

- **What recruitment sources does NIP use?**

All four respondents indicated that NIP uses internal and external advertisements in both local or international print media. Three of the respondents pointed out that NIP headhunts scarce talent, especially pathologists. Referral is another source of recruitment that was mentioned by one interviewee. Another interviewee revealed that recruitment agencies is another source of recruitment, which is used. Apart from all mentioned, the company also uses health partners such as the World Health Organisation (WHO) and USAID.

E-recruitment sources such as social networking or an online database where potential employees can upload their CVs, were suggested by some of the interviewees.

- **Whose responsibility is it to attract talented employees to the organisation?**

Three interviewees were of the opinion that management has a duty to attract talent to the organisation by formulating attractive policies and incentive schemes. One interviewee indicated that management should respect corporate governance to stay out of media for negative publication. Other people that are viewed as responsible to attract employees

include the HR department, Corporate Affairs department and all employees of the organisation. Corporate Affairs should ensure that the public is aware of NIP's existence, and NIP should be involved in career fairs and invite school learners to visit the organisation to find out what it involves.

- **Why do you think staff leave NIP?**

All interviewees revealed that staff members leave NIP for greener pastures, namely for higher salaries. Two interviewees mentioned a lack of motivation as another reason why staff leave. Other reasons that were mentioned include job insecurity, especially for expatriates, management attitudes and behaviours, career development, team conflicts, high work pressure and ill-discipline.

- **What could be reason(s) why staff stay with NIP?**

Two interviewees noted that people stay because they have no other choice owing to a small pathology industry in the country. Others stay because of benefits such as financial assistance for school; salaries; some see themselves growing in the organisation; working conditions; and job security as the organisation is state-owned. One of the interviewees noted that it could be because it takes long for one to be dismissed even though there are staff members who are continually ill-disciplined.

**What is your labour turnover like? Is the level acceptable?**

Three of the respondents indicated that the labour turnover is low, though one indicated that it recently became high. They all stressed that it is difficult and expensive to replace skilled labour especially amongst technical staff.



- **What retention strategies has NIP established?**

Three interviewees indicated that the retention strategy that has been established was only for pathologists and chief medical scientists. One respondent mentioned that they only try to benchmark salaries and benefits for other staff members, while another interviewee, however, revealed that the issue of staff retention strategies can be explored.

- **Whose responsibility is it and what is done to retain talented personnel at NIP?**

Three interviewees noted that supervisors and managers should be responsible to retain talented personnel. One respondent indicated that it is the HR's responsibility. Another stakeholder in this regard is the Board of Directors that should develop policies and strategies that are favourable to be able to retain staff members.

It is suggested that supervisors should find out what would motivate staff to stay, and hence establish preventative measures. One of the interviewees, however, indicated that if someone leaves and he/she is considered to be an asset to the organisation, then the company should perhaps negotiate to offer this person a better salary.

- **How would you say performance and competitiveness are achieved?**

One respondent maintained that this is achieved by ensuring that talented individuals are recruited and motivated. He further mentioned that forms of motivation such as gain sharing, performance rewards and employee recognition can be used. One interviewee noted that the company should have a 3-5 year strategy that outlines out what should be achieved. In order to achieve this, customer surveys and training should be conducted

for improvement purposes. A culture of performance progress reports by line managers should be adopted. Two interviewees revealed that a Performance Management System (PMS) was introduced, but that it was still in a pilot phase.

- **Are there any staff members that perform exceptionally well? How do you reward them?**

All interviewees agreed that there are exceptional performers, however, they are not rewarded as there is no reward system in place. It was mentioned that this could be one of the reasons why employees leave, thus the necessity for a reward system. One respondent was hoping that with the introduction of PMS they will be able to reward employees. Another interviewee indicated that they only give positive performance feedback. It was also explained that an outstanding performer of the month is published in the company's newsletter. It was further noted that there is recognition for long service at the organisation for people who have worked for NIP for 5, 10, 20, and 30 years. Two interviewees mentioned that a State Enterprise Act mandated that the Board of Directors, CEOs and managers should be paid performance bonuses.

- **Are there any staff members that under perform? How do you deal with this?**

Three respondents agreed that there are under performers, but one interviewee stated that it is difficult to tell, as there is no appropriate system in place. Those who indicated that there are poor performers in the organisation explained that the cause of poor performance is normally assessed and addressed with correct measures such as training, counselling or discipline.

- **What do you think should be done for NIP to attract and retain talent?**

All interviewees agreed that there is a need for a proper attraction and retention strategy to be established. One respondent explained that the company image should be

changed, since at the moment it portrays a public service image. Two interviewees noted a need for improvement of remuneration packages, especially that of scarce talent. Motivation of staff, reward systems, improvement of incentives, improvement of working conditions, creation of a pleasant working environment, and succession planning were other factors that were mentioned by interviewees to attract and retain staff. Two respondents emphasised the introduction of wellness programmes to relieve stress. One interviewee further explained that there is a need for the company to care for employees to succeed both at work and home, therefore, a need to allow for flexible working hours.

## **5.5 Summary**

This chapter analysed data that was collected by means of questionnaires and interviews. The questionnaire was disseminated to non-management research participants. It comprised of two sections, namely Section A, which covered demographic information of respondents such as gender, department, age, nationality, type of contract of employment and number of years working at NIP. Section B comprised of factors that were deemed to have an effect on staff attraction and retention. Different statements were, therefore, listed by using a Likert-scale. Research participants were asked to weight such statements according to their opinions. The scales included “strongly disagree, agree, undecided, disagree and strongly disagree”. It is crucial to mention that the results for strongly agree and agree, as well as that of strongly disagree and disagree were combined and presented as one. Thus, results were only presented in three scales, which are “agree, undecided and disagree”.

Conversely, interviews were conducted with four (4) purposively selected managers. The rationale for both the questionnaire and interview was to obtain information that would assist the research find answers to the research questions. The following chapter discusses findings of the study.

## CHAPTER 6: INTERPRETATION AND ANALYSIS OF RESULTS

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### 6.1 Introduction

The interpretation of results in Chapter 5 is expanded on in this chapter, and discussion in this section is linked to the study's research objectives.

### 6.2 Factors that affect attraction and retention of staff

There are a number of factors that affect attraction and retention of staff in organisations. The researcher has, however, only identified and investigated certain factors that were deemed to have an effect on the staff of the organisation under study.

#### 6.2.1 Working conditions

Considering the study, it may be concluded that NIP's working conditions are not convincingly conducive, since most of the employees indicated that they are unhappy with their working stations. This is frustrating, and could lead to low productivity. Srivastava and Bhatnagar (2008:258) recommend that the work environment should enable employees to put their best. Armstrong (2006:149) concurs with this by stating that healthy, safe and practical working conditions should be provided to employees. Deery (2008:804) further recommends that organisations should provide adequate resources for staff so that they can do their jobs properly.

#### 6.2.2 Human resource development (HRD)

Findings from the questionnaire revealed that there were opportunities for staff development, as shown in Figure 5.6. Employees were offered financial assistance to

enrol for studies and it could be one of the reasons why they stay at NIP. Michaels *et al.* (2001:14) state that winning the war for talent requires more than winning the recruitment battle, and there is a need for development to be part of the company in order to increase peoples' capabilities. This development is vital when it comes to attracting and retaining people, as talented people are inclined to leave if they do not grow. It is noted that many employers in the corporate world have embraced the concept that the HRD can enhance staff employability, a process whereby organisations provide tools and opportunities for professional growth, while allowing employees to manage their own careers (Woo, 2007:505). A study, which was conducted in the USA, European countries and Asia revealed that the most important element that influences engagement is the possession of sufficient opportunities to learn and develop new skills (O'Neal and Gebauer, 2006:9). This is supported by Glen (2007:4) who states that, among other things, talent at any level can be attracted by the promise of exceptional career progression. In this context NIP could attract and retain staff with the current HRD practice, however, there is a need to revisit it, since not all employees seem to be benefiting from it.

### 6.2.3 Recruitment strategies and legislation

Questionnaire results, which are depicted in Figure 5.7 show that NIP uses suitable modes of advertising, which are internal and external print media advertisement. This is in line with what Swanepoel *et al.* (2000:298) assert that vacancies within the organisation are advertised on notice boards or information bulletins. This allows current employees to apply for more desirable jobs. It would help the organisation in the sense that internal candidates who occupy those positions may help to avoid related tensions or conflicts and boost staff morale (Woo, 2007:509). The researcher believes that this would increase productivity and also persuade staff to stay. However, Nel *et al.* (2001: 228) argue that internal promotion automatically creates another vacancy that should be occupied. In addition, Bhatnagar (2007:654) found that employees are dissatisfied by internal job posting, and that this system is perceived not to be transparent. External advertisements are, however, said to generate a lot of unqualified candidates (Robbins & Decenzo, 2004:175).

Findings from the questionnaire results that are shown in Figure 5.7, as well as the interviews, confirmed that referral of qualified candidates was allowed at NIP. Swanepoel *et al.* (2000:298) indicate that use of referrals as a source of recruitment is an inexpensive, but effective technique, which is used to find candidates with specific skills quickly. According to research, referred employees are generally the best candidates. This is because current employees feel that their reputation in the organisation is at stake with the referral, therefore, they tend to make referrals only when they are reasonably confident that they will not make them look bad (Robbins & Decenzo, 2004:174). Staff members that refer candidates could feel that they are making a great contribution to the company. NIP might be enjoying the benefit of referrals as it is cheap, and such employees are likely to be disciplined and competent as they are scrutinised by their referee in view of protecting themselves. The downfall of this is, however, that current employees tend to refer people who are demographically similar to them, which can lead to complexities especially if the organisation has an Affirmative Action hiring policy (Nel *et al.*, 2001:228).

NIP also uses headhunting and recruitment agencies as other recruitment sources. E-recruitment was also suggested at the interviews as another source that NIP can explore.

According to Figure 5.7, 49.3% of respondents were of the opinion that the NIP recruitment process is conducted fairly; 32.6% was undecided and 18.1% disagreed with this. Ratings regarding the aspect of favouritism in terms of appointment comprised, 37.7% that agreed, 34.9% that was undecided and 25.3% that disagreed. The issue of whether promotion is open to everyone in the organisation revealed that, 35.6% of respondents agreed; 34.9% was undecided and 29.5% disagreed. Responses for the latter is cause for concern, as it could be a push factor for current employees as they may feel that they cannot be promoted to higher positions. Similarly, this could also deter potential employees who might think that they will be discriminated against regarding appointment and promotion.

#### 6.2.4 Company branding

According to Srivastava and Bhatnagar (2008:255), an employer's brand image is the image that is associated with an organisation uniquely in its role as an employer. Creating a positive employer image radiates in the community at large and attracts potential job applicants. NIP is described to have a public service image and is not different from the Ministry of Health and Social Service (MOHSS). This could discourage potential employees, as talented people do not like an indolent performance culture. Bhatnagar (2007:641) emphasises that organisations should have a strong and positive employer brand to attract and retain the best talent anywhere in the world.

#### 6.2.5 Motivation

According to Manolopoulos (2008:65), all types of organisations' employees can be motivated by both extrinsic and intrinsic factors that will fulfil their perceptions regarding success, reward and satisfaction. Motivation is, however, said to be complex owing to the uniqueness of the people and the wide range of internal and external factors that impact on it (Nel *et al.*, 2001:326; Tampoe 1993:50). Results from questionnaires presented in Figure 5.8 reflect that a considerable number of respondents find their environment stimulating, challenging, and are satisfied with their work. However, there were some who disagreed and were undecided in this regard. Lack of motivation was also a concern that was raised in the management interviews, which could be the reason why staff members leave NIP. Montana and Petit (2008:37) assert that an employee's motivation is affected by his/her age, personal circumstances, external environment and current phase of life and career. Hence, it would be wrong to assume that all employees are interested in similar motivators (Tampoe, 1993:50). This is owing to the fact that they are likely to be at different stages in their careers and domestic circumstances, and that these factors would affect the strength of their need for different motivators. In the NIP context, it was evident that employees were at different stages of their careers and domestic circumstances as their ages vary from 18 – 65 years. In order to find out what motivates workers to work, strategies should first be developed to retain them (Naris and Ukpere, 2010:1079).

### 6.2.6 Retention strategies

The only retention strategy in place was exclusive to pathologists and chief medical scientists. This is a potential risk to the organisation as other staff members might think that they are less important, and that their contributions are not valued. In order for organisations to be able to establish appropriate plans to retain staff, they should recognise that power has shifted from organisations to people. Organisations should revisit their human resource strategies to be able to accommodate this shift in order to gain competitive advantage. According to Michaels *et al.* (2001:6), the new reality is that companies need people; talented people are the competitive advantage; better talent makes a huge difference; people are mobile and their commitment is short-term; and they demand much more. Therefore, they therefore urge companies to embrace a talent mindset; craft a winning Employee Value Proposition (EPV); rebuild a recruitment strategy; weave development into their organisation; and differentiate and affirm their people, if they want to win the war for talent (Michaels *et al.*, 2001:11).

### 6.2.7 Employee wellness programmes

It was evident from Figure 5.10 and the interviews that the issue of employee wellness programmes is a serious concern for both employees and management. More than 60% of respondents indicated that they work under pressure and require exercises. Most respondents (80.3%) showed interest in wellness programmes. It was also established from the interviews that were held with management that employees work under pressure and wellness programmes should be initiated for stress relief purposes. Noe *et al.* (2004: 551) and Swanepoel *et al.* (2000:585) state that healthy employees are more productive than unhealthy ones. Unhealthy employees increase costs because of low productivity owing to illness, medical care, production disruption as a result of absence, and a higher turnover (Jackson, Schuler and Werner, 2009:499). A healthy organisation is, therefore, critical for survival in this competitive world in which we live, work and operate (Baptiste, 2007:291).



## 6.2.8 Remuneration, reward systems and benefits

Organisations that give the greatest rewards tend to attract the most applicants and can, therefore, recruit the best qualified staff (Swanepoel *et al.*, 2000:528). Furthermore, Moncarz *et al.* (2009:451) reveal that organisations with appropriate reward systems in place experienced lower turnover of non-management employees. Hence, Swanepoel *et al.* (2000:528) recommend that in order for the organisation to encourage valuable staff members to remain, its remuneration system should provide sufficient rewards for these employees to feel satisfied when they compare their rewards with those that are received individuals who perform similar jobs in other organisations. Figure 5.11 reveals that NIP has no reward system in place. This was also acknowledged by management members who indicated that staff members that perform better were only given positive feedback. However, they admitted that it could have possible effects on attraction and retention of staff.

It also came to light from the study that 42.9% of respondents, as indicated in Figure 5.11, were not happy with their salaries. Rynes *et al.* (2004:392) caution that while managers will consider financial and nonfinancial tools to attract, motivate and retain employees, it would be a mistake to conclude that monetary rewards are not highly important. Studies have found that highly competitive wage systems promote employee commitment and thus result in the attraction and retention of a superior workforce (Moncarz *et al.*, 2009:441). Furthermore, Noe *et al.* (2003:439) note that when it comes to retention, employees that are recruited from another organisation are often attracted with promises of a higher pay level. Michaels *et al.* (2001:32) also recommend that when it comes to attraction and retention of staff, a company should not be constrained by old compensation rules. They argue that rules can be broken or rewritten to bring in the right outsiders, retain high performers and invest enough in talented staff for growth. Michaels *et al.* (2001:88) argue that after the effort of finding and selecting a competent candidate, the person should not have to leave because of the expectation of more money.

There is also an issue of benefits that 38.4% of respondents, as shown in Figure 5.11, were not happy with. According to Noe *et al.* (2003:349), satisfaction with benefits is an

important dimension of overall pay satisfaction. They further added that benefits are regarded as a way to influence decisions – whether to join or remain with the organisation. The interview highlighted gain sharing as one of the retention strategies that could be considered by NIP. This is supported by Baptiste (2007:289) who states that a growing number of managers within the private sector now reason that if employee performance results in enhanced organisation performance, then employees should share the benefits that they receive.

#### 6.2.9 Leadership style

Hytter (2007:71) insists that individuals should be clear about responsibilities and performance standards, and be given feedback on how well they do their work. Without a feedback programme in place, the employer can only guess how employees view their work environment, and hence, runs the risk of ending up with a demoralised workforce (Hytter, 2007:72). On the contrary, the questionnaire responses revealed that constructive and adequate feedback was not given, as shown in Figure 5.12. The interview also revealed that people could leave NIP owing to managers' attitudes and behaviour. It was also noted from the questionnaire review that management was one of the things that respondents would like to change. Surprisingly, in spite of this major shortcoming from supervisors/managers, a considerable number of respondents (69.5%, as shown in Figure 5.12) still indicated that they were happy with their managers.

It was also discovered from the questionnaire that employees' inputs were not considered before important decisions are made (Figure 5.12). According to Hytter (2007:71), organisations that use staff suggestions benefit not only financially, but also help to foster their employees' self-esteem and commitment to the organisation. Management is advised to ensure that talented employees are given autonomy in their job functions, and are given meaningful assignments that allow them to be involved in decision-making for their areas of expertise (Hytter, 2007:72).

### 6.2.10 Work-life balance

Findings from the interviews revealed that some managers recognise the need for work-life balance and advocate that the company should be able to care for its employees in order to succeed both at work and home. Flexible work hours are, therefore, essential. This is substantiated by Deery (2008:800) who states that managers are key to the initiation and implementation of work-life balance policies, which do not only address work-life balance issues, but also enhance employee retention. It is evident from the study's results (Figure 5.13) that a great number of employees strive for work-life balance, and are, therefore, interested in working flexible hours. This concurs with Wildes, cited in Moncarz *et al.* (2009:439), who indicates that monetary rewards can be a top motivator for employee retention, but having a pleasant working environment and flexible hours, are also important motivators. Furthermore, Hytter (2007:73) asserts urges that achieving a better work-life balance has become increasingly important for many employees, while some organisations have improved retention by offering staff more flexible working options and by implementing other family-friendly policies.

Results from questionnaires, which are presented in Figure 5.13, reveal that 50.7% of respondents would like to have a crèche at work or one that is close by. This validates Curtis and Wright (2001), cited in Hytter (2007:73), when they state that a work-life balance initiative might include workshops that are aimed at achieving a better work-life balance, access to a range of domestic services and advisory services on childcare.

### 6.2.11 Relationship with supervisors and co-workers

It is evident from the questionnaire results (Figure 5.14) that support from supervisors and co-workers received high ratings. The study revealed that 73.2% of respondents, as indicated in Figure 5.14, were satisfied with the support that they received from their supervisors. This was a good indication of supervisors' support. Similarly, 77.5% of respondents are happy with the support that they received from their colleagues, as shown in Figure 5.14. Most respondents are also positive that their supervisors help

them to achieve targets, and they (supervisors), as well as co-workers encourage them when they feel like giving up. A total of 71.2% of respondents (Figure 5.14) believed that their supervisors were good mentors, while 17% was undecided and 11.8% disagreed. Regarding team belonging, 76.5% share a sense of belonging with their team, as shown in Figure 5.14, while 12.4% was undecided and 11.1% did not feel a part of their teams. The information above confirms what Cunningham (n.d:14) states, namely that having a good relationship with one's supervisor and co-workers is one of the major reasons for staying in a job, which is likely to be the case in this context.

### **6.3 Labour turnover at the organisation**

It emanated from the interviews that there is a high labour turnover in the organisation, although it does not seem to be taken seriously, as some managers argued that it is at an acceptable rate, with the exception of one manager who indicated that it is high. This was, however, said to be linked to job insecurity among expatriates.

The factors that are investigated were found to contribute to the labour turnover although the researcher did not go into much detail to find out how much each factor contributes. In fact, some respondents revealed that they worked merely to feed their families; save patients' lives; because they have a passion for their jobs; and because they had no choice, as the industry was small. Managers also mentioned some reasons that they presumed to contribute to labour turnover, namely better salaries, lack of motivation and management attitudes and behaviours.

### **6.4 Summary**

This chapter discussed the findings of the study, while information from interviews and questionnaires were also used in the discussion. The study found that pathologists and chief medical scientists are treated differently from the rest of the staff, as the retention strategy is exclusively for them. In the absence of a retention strategy for other staff members, the company runs a risk of increased high turnover owing to dissatisfaction.

Serious actions regarding factors that affect attraction and retention of staff are essential for the company to fully benefit from their potential. The conclusions and recommendations are discussed in the following chapter.

## CHAPTER 7: CONCLUSIONS AND RECOMMENDATIONS

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### 7.1 Introduction

The realisation of NIP's vision and gaining of a competitive advantage entirely depends on the workforce that is employed. In the event that staff members are not satisfied with certain policies and practises, they simply leave for other jobs. This leaves the organisation with the challenge of bearing the costs involved in the recruitment and training of new staff members whose stay at the organisation cannot be guaranteed. It thus takes great effort and commitment for the organisation to attract and retain talented staff members. As pointed out in the problem statement, NIP faces a challenge to attract and retain staff. Investigation into factors that affect attraction and retention of staff was necessary in order to suggest possible interventions to eliminate this problem.

### 7.2 Conclusions of the study

The investigation revealed that not all NIP employees are content with the treatment that they receive from NIP namely working conditions, leadership style, and retention strategies, to name a few. Some staff only work because they need to feed their families; have a passion for the job; to save patients' lives; and/or have nowhere else to go, as they are restricted by the industry size. There are no obvious attraction and retention strategies in place and staff members are allowed to leave for greener pastures with less effort from the company to retain them. The only retention strategy in place is that for pathologists and chief medical scientists. Despite management's awareness of these issues, no action had taken place to address the situation. It is, therefore, worth mentioning that if the issues are not dealt with, the situation will worsen and, consequently, cost the company its talent, clientele and revenue.

In view of the above, the researcher suggests interventions that could help NIP to overcome the attraction and retention challenge, which are presented in the section below.

## **7.2 Recommendations**

- **Establishment of conducive working conditions/environment**

It is a well-known fact that working people spend most of their time at work places, and can be referred to as their “second home”. Thus, work stations should be safe, well equipped and conducive to enable optimum production. Management should take proper action to improve working environments as staff members might become frustrated and leave. The cost that is associated with an employee leaving the company cannot be compared to that of improvement of the working environment. NIP should, therefore, be proactive by ensuring conducive working environments for its employees at all times.

- **Improvement of HRD**

All employees should identify their capacity development needs. Formal Personal Development Plans (PDP) for all employees should be developed, which should be implemented and closely monitored. This will help the organisation to ensure individual development and achievement of organisational goals.

- **Recruitment strategies**

Apart from current recruitment sources that are used, NIP should employ new recruitment sources such as networking websites, job websites, a company website,

professional publications and campus recruitment. This will improve the attraction of staff because the employable age group makes more use of the Internet than conventional media. Campus recruitment will give NIP the first chance to meet potential employees before they go to the labour market.

- **Company branding**

There is a need for a change of the company's image, as potential talented employees will first decide whether they would like to be associated with the company by judging its corporate image. Talented employees would like to be associated with organisations that have a positive image with the public, as people are judged by their employers. NIP should adapt its unique corporate culture and image and divorce itself from public service. This will not only attract talented employees, but will also improve market shares, as many private doctors are likely to start using NIP services.

- **Motivation**

All employees are motivated by both intrinsic and extrinsic factors. The complex part is the fact that there is no one solution for all when it comes to motivation. Different people are motivated by different things in life depending on their age, personal circumstances and career stages. A graduate may be motivated by a good salary as the main interest might be to buy a fast car. Conversely, a person who is in mid-life in terms of age, would be motivated by job security and a person approaching retirement age, will be motivated by medical aid after retirement. NIP should, therefore, investigate factors that motivate each staff member in order to establish motivation strategies that can fit its unique workforce.



- **Establishment of a retention strategy**

Talented people are scarce, and NIP has the challenge to attract and retain them. Efforts from the company to develop a proper retention strategy are necessary. The retention strategy should include employees at all levels of the organisation, since a loss of a talented employee at any level, will result in the organisation suffering because of replacement costs.

- **Establishment of employee wellness programmes (EWP)**

Employee wellness programmes are means of taking care of people who are assets of the organisation. An organisation that has a healthy workforce would gain a competitive advantage, because healthy people are more productive than unhealthy ones. People should be educated about the dangers of unhealthy ways of life and be encouraged to live healthy lives in order to achieve their full physical and mental potential. This will reduce medical costs and costs that are associated with absenteeism owing to sickness. Fitness facilities, for example, with qualified trainers on company premises should be made available. All employees should have access to facilities. This will not only promote healthy living, but will also attract and retain talented employees as they will feel taken care of by the organisation.

- **Development of remuneration, reward systems and benefits**

A remuneration package is one of the most important factors that influence people to take up employment and stay with organisations. In order for NIP to attract and retain staff, it should be prepared to pay salaries that are equivalent or better than others in the labour market. Proper market research should be conducted regularly to determine what others are offering, and adjust salaries accordingly.

There should be a proper performance system in place to be able to assess individual or team performance, which rewards them accordingly. This will not only be a fair system to those who work hard, as they are rewarded, but will also encourage poor performers to pull their weight and be rewarded.

Benefits should be linked to what staff members would like to have. People at different ages have different needs, and this should be taken in consideration when deciding what benefits to offer employees. It is better to give them a choice.

- **Leadership style**

A democratic leadership style, which involves employees in decision making, delegates authority, encourages participation in work methods decisions and goals, and uses feedback as an opportunity to coach employees, is necessary. By using staff suggestions the organisation will benefit financially and also help to foster employees' self-esteem and commitment.

- **Work-life balance**

The company should make an effort to help employees to balance work and private life by introducing, for example, flexible work hours. Domestic life support arrangements such as a child care centre, and time off for a mother to go back home and breastfeed. This is critical as NIP employs many females that are at a child-bearing stage in the lives.

## CHAPTER 8: SUMMARY

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In order for any organisation to achieve its goals, a committed workforce is essential. It has, however, become a great challenge for organisations to attract and retain employees as the power of success has shifted from organisations to employees. The organisation that is committed to attraction and retention of staff is likely to gain a competitive advantage, as staff members are satisfied and give their optimum production. The purpose of the study was to determine and investigate factors that affect attraction and retention at NIP in order to suggest possible interventions that could be employed to attract and retain staff in future. In order to obtain desired results, the researcher used a mixed-method approach. Questionnaires were distributed to all non-management NIP employees and semi-structured interviews were conducted with four (4) purposively selected managers. Statistical analysis was used to analyse data, which was obtained by means of questionnaires, while content analysis was used for the interview data. The study revealed that NIP staff members are not all content with company policies and practices, as the company does not always pay effective attention to them. Some of them indicated that they only work for the survival of their families; because of passion for their jobs; to save lives; and owing to the scarcity of jobs as the industry is small.

It is, therefore, necessary to pay attention to factors that this study has revealed, as obstacles which prevent NIP from an effective recruitment and retention strategy.

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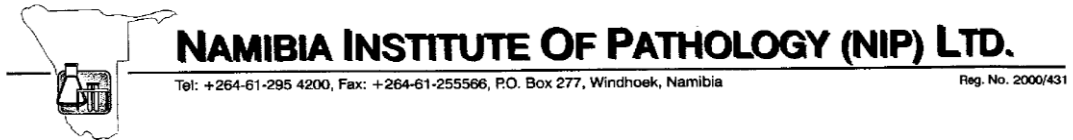
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## APPENDICES

**Appendix A: Authorisation to conduct the study at NIP**



**OFFICE OF THE CHIEF EXECUTIVE OFFICER**

Enquiries: Ms T.K Angula

26 January 2010

Ms Johanna N Shikongo  
P.O Box 60281  
Windhoek  
Namibia

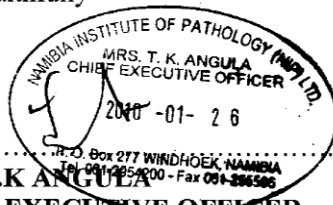
Dear Ms Shikongo

**APPLICATION FOR AUTHORISATION TO CONDUCT AN  
ACADEMIC STUDY IN THE NAMIBIA INSTITUTE OF  
PATHOLOGY (NIP) LTD**

Your request dated 07 January 2010, refer.

It is a pleasure to inform that your request to conduct an academic study on Staff Attraction and Retention at NIP has been approved.

Yours faithfully



**MRS T.K ANGULA  
CHIEF EXECUTIVE OFFICER**

## Appendix B: Questionnaire for non-management employees



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### Consent form

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Dear Respondent

#### **STAFF ATTRACTION AND RETENTION: A MODEL FOR A NAMIBIAN STATE OWNED ENTERPRISE**

You are kindly requested to participate in a study investigating factors that affect staff attraction and retention at Namibia Institute of Pathology (NIP).

I am interested in investigating factors that affect staff attraction and retention in NIP, in order to determine interventions that could be employed to minimise the labour turnover at NIP.

As an NIP employee, you are in a position to know what is keeping you and what would make you leave NIP employment. You are likely to benefit from this study at its completion, as the research might suggest great intervention that could be used to retain employees at NIP.

If you agree to participate you will need to complete a questionnaire. To ensure anonymity of participants, you will not be asked to reveal your identity at all. And you will not be linked to the questionnaire that you have completed in anyway.

Although all studies have some degree of risk, the potential in this study is quite minimal. You will not incur any cost in participation of this study.

Your participation is voluntary and if at any time during the study you wish to withdraw your participation, you are free do to so without any penalty.

In case of any concern prior your participation or at any time of the study, please contact me.

I thank you very much for your assistance.

Johanna N Shikongo (Ms)  
Cape Peninsula University of Technology  
Human Resource Department  
Mowbray Campus  
[Johanna.Shikongo@nip.com.na](mailto:Johanna.Shikongo@nip.com.na) / [jn2082@gmail.com](mailto:jn2082@gmail.com)  
Cell: +264 81285 0115

**Supervisor:**  
**Professor Braam Rust**  
[rustb@cput.ac.za](mailto:rustb@cput.ac.za)  
Faculty of Business  
Cape Peninsula University of Technology  
Cape Town Campus  
Tel: +2721460 3301

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## Questionnaire form

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Dear Respondent

### **STAFF ATTRACTION AND RETENTION: A MODEL FOR A NAMIBIAN STATE OWNED ENTERPRISE**

I am a final year M. Tech (HRM) student at the Cape Peninsula University of Technology. I am in the process of conducting research for the purposes of compiling a Thesis in partial fulfilment for the award of a Master of Technology degree in Human Resource Management. My topic is **Staff attraction and Retention: A model for a Namibian State Owned Enterprise**. The aim of this study is to investigate factors affecting staff attraction and retention at Namibia Institute of Pathology, in order to recommend interventions that could be employed to minimise labour turnover at the organisation.

In order to reach a valuable conclusion, I would like inputs from key stakeholders. Kindly, answer the following questions that will enable me to reach a beneficial decision for the improvement of strategies at Namibia Institute of Pathology.

I wish to assure you that whatever information you provide me with will be treated most confidentially and will not be revealed to any unauthorised parties.

I thank you for your assistance.

Johanna N Shikongo (Ms)  
Cape Peninsula University of Technology  
Human Resource Department  
Mowbray Campus  
[Johanna.Shikongo@nip.com.na](mailto:Johanna.Shikongo@nip.com.na) / [jn2082@gmail.com](mailto:jn2082@gmail.com)  
Cell: +264 81285 0115

**Supervisor:**  
**Professor Braam Rust**  
[rustb@cput.ac.za](mailto:rustb@cput.ac.za)  
Faculty of Business  
Cape Peninsula University of Technology  
Cape Town Campus  
Tel: +2721460 3301

## SECTION A

### GENERAL QUESTIONS

Please mark with an X in the appropriate box

1. Gender	
Male	1
Female	2

2. Department do you work for	
Human Resource	1
Technical Operations	2
Finance, IT & Admin	3
Office of the CEO	4
Quality Assurance	5
Corporate Affairs	6

3. Age	
18 – under 25	1
25 – under 35	2
35 – under 45	3
45 – under 55	4
55 – under 60	5
60 – under 65	6

4. Type employment	
1 year contract	1
2 years or longer contract	2
Fixed contract	3

5. Nationality	
Namibian	1
Non-Namibian	2
6. Number of years worked at NIP	
Less than 1 year	1
1 – 5 years	2
6 – 10 years	3
More than 10 years?	4

## SECTION B

### LEADERSHIP STYLE

<b><i>Kindly answer the questions shown in the table below by ticking your weighting in your own opinion in the appropriate column</i></b>	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
7. I receive adequate feedback about my performance					
8. I receive constructive feedback about my performance					
9. My manager often treats me with respect					
10. Our senior leaders demonstrate strong leadership skills					
11. I am satisfied with my manager					
12. I have a great deal of respect for the senior leaders of this organisation					
13. My ideas and opinion count at work					
14. I am not involved in important decisions that affect my work					
15. My manager emphasizes cooperation and teamwork among members of my workgroup					
16. I could report unethical activities without fear of reprisal					
17. Employees' input is considered before important decisions are made					

## RETENTION STRATEGIES

<b><i>Kindly answer the questions shown in the table below by ticking your weighting in your own opinion in the appropriate column</i></b>	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
18. NIP management respects its employees					
19. There are plenty of opportunities for professional growth in this organisation					
20. My talent and the contribution that I make is valued at work					
21. This organisation's policies for promotion and advancement are always fair					
22. Poor performance is not effectively addressed throughout NIP					
23. NIP retains its most talented employees					
24. I am extremely proud to tell people that I work for this organisation					
25. I would recommend others to work for NIP					
26. NIP does not have a retention strategy in place					
27. I am actively looking for a job outside this organisation					

## COMPENSATION AND REWARD SYSTEM

<b><i>Kindly answer the questions shown in the table below by ticking your weighting in your own opinion in the appropriate column</i></b>	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
28. When I do a good job, I receive the praise and recognition that I deserve					
29. People who turn ideas into action are rewarded in this					
30. Employees are not rewarded for achieving targets					
31. My salary is competitive with similar jobs that I might find elsewhere					
32. The benefits that I receive are comparable to those that are offered by other organizations					
33. I am paid fairly for the work that I do					
34. I am happy with my pay					
35. I am happy with my benefits					

## RECRUITMENT STRATEGIES AND LEGISLATION

<i>Kindly answer the questions shown in the table below by ticking your weighting in your own opinion in the appropriate column</i>	Strongly Agree	Agree	Undecide	Disagree	Strongly Disagree
36. NIP use the right mode of advertising to attract new employees					
37. NIP allows employees to refer qualified candidates for employment					
38. The recruitment process is conducted fairly					
39. There is no favouritism in appointment of employees					
40. Promotion opportunities are open to everyone in the organisation					
41. Qualified people from previously disadvantaged groups are appointed fairly at NIP					
42. Previously disadvantaged people have equal opportunities to be promoted to higher position as previously advantaged people at NIP					
43. NIP attracts talented employees					

## MOTIVATION

<i>Kindly answer the questions shown in the table below by ticking your weighting in your own opinion in the appropriate column</i>	Strongly Agree	Agree	Undecide	Disagree	Strongly Disagree
44. The amount of work that I am asked to do is always					
45. I have the resources that I need to do my job well					
46. My work is challenging					
47. My work is stimulating					
48. I am satisfied with my job					
49. Information and knowledge are shared openly within this organisation					
50. It really feels like everybody is on the same team at NIP					
51. My workplace is physically uncomfortable					
52. My job does not cause stress or anxiety in my life					



## EMPLOYEE WELLNESS PROGRAMME

<i>Kindly answer the questions shown in the table below by ticking your weighting in your own opinion in the appropriate column</i>	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
53. There is a qualified person at work that I can talk to when I have personal problems					
54. Employees are not educated about health at NIP					
55. I have access to health facilities such as gym					
56. I work under pressure and need to exercise					
57. I feel taken care of at NIP					
58. I am interested in wellness programmes					

## SUPPORT FROM SUPERVISOR AND CO-WORKERS

<i>Kindly answer the questions shown in the table below by ticking your weighting in your own opinion in the appropriate column</i>	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
59. I am happy with the support that I receive from my supervisor					
60. I am happy with the support that I receive from my co-workers					
61. My supervisor helps me to achieve my targets					
62. My supervisor and co-workers encourage me when I feel like giving up					
63. My supervisor is a good mentor					
64. I look up to my supervisor if I need help					
65. I look up to my co-workers if I need help					
66. I always feel that I am part of the team (division/section/unit)					

## WORK CONDITIONS OR ENVIRONMENT

<i>Kindly answer the questions shown in the table below by ticking your weighting in your own opinion in the appropriate column</i>	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
67. NIP has a pleasant working environment for employees					
68. I have all the equipments and resources that I need to carry out my work successfully					
69. My working environment is conducive					
70. I am not happy with my work station					

## HUMAN RESOURCE DEVELOPMENT

<i>Kindly answer the questions shown in the table below by ticking your weighting in your own opinion in the appropriate column</i>	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
71. Developmental/ advancement training is offered at NIP					
72. NIP provides staff with developmental courses					
73. There are opportunities for personal development at NIP					
74. There are opportunities for career advancement at NIP					

## WORK-LIFE BALANCE

<i>Kindly answer the questions shown in the table below by ticking your weighting in your own opinion in the appropriate column</i>	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
75. My supervisor does not care about my family					
76. I would like to work flexible hours					
77. I would like NIP to have a crèche at work or near work so that I can have my children nearby					
78. If I ask for time off to attend to family/personal problems, permission is granted without problems					

79. Why would you leave NIP?	
Lack of motivation	1

Lack of job satisfaction	2
The leadership style	3
Lack of rewards and recognition	4
Poor working conditions	5
Others (please specify) .....	6

80. What motivates you to continue working for NIP?

81. What do you like best about working for NIP?

82. What area(s) of the company do you feel need(s) improvement?

**THANK YOU FOR YOUR PARTICIPATION!!!!!!**

## Appendix C: Managers' interview questions

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### Consent form

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Dear Respondent

#### **STAFF ATTRACTION AND RETENTION: A MODEL FOR A NAMIBIAN STATE OWNED ENTERPRISE**

You are kindly requested to participate in a study investigating factors that affect staff attraction and retention at Namibia Institute of Pathology (NIP).

I am interested in investigating factors that affect staff attraction and retention in NIP, in order to determine interventions that could be employed to minimise the labour turnover at NIP.

As part of NIP management, you are in a position to know what is keeping you and what would make you leave NIP employment. You are likely to benefit from this study at its completion, as the research might suggest great intervention that could be used to retain employees at NIP.

If you agree to participate you will need to answer to interview questions. To ensure anonymity of participants, you will not be asked to reveal your identity at all. And you will not be linked to the questions that you have answered in anyway.

Although all studies have some degree of risk, the potential in this study is quite minimal. You will not incur any cost in participation of this study.

Your participation is voluntary and if at any time during the study you wish to withdraw your participation, you are free do to so without any penalty.

In case of any concern prior your participation or at any time of the study, please contact me.

I thank you very much for your assistance.

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## Interview form

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Dear Respondent

### **STAFF ATTRACTION AND RETENTION: A MODEL FOR A NAMIBIAN STATE OWNED ENTERPRISE**

I am a final year M. Tech (HRM) student at the Cape Peninsula University of Technology. I am in the process of conducting research for the purposes of compiling a Thesis in partial fulfilment for the award of a Master of Technology degree in Human Resource Management. My topic is **Staff attraction and Retention: A model for a Namibian State Owned Enterprise**. The aim of this study is to investigate factors affecting staff attraction and retention at Namibia Institute of Pathology, in order to recommend interventions that could be employed to minimise labour turnover at the organisation.

In order to reach a valuable conclusion, I would like inputs from key stakeholders. Kindly, answer the following questions that will enable me to reach a beneficial decision for the improvement of strategies at Namibia Institute of Pathology.

I wish to assure you that whatever information you provide me with will be treated most confidentially and will not be revealed to any unauthorised parties.

I thank you for your assistance.

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## **Managers interview questions**

1. What recruitment sources do NIP use?
2. Whose responsibility is it to attract talent into the organization?
3. Why do you think staff leaves NIP?
4. What could be reason(s) why staff stays with NIP?
5. What is your labour turnover? Is the level acceptable or not?
6. What would you say is/are the main reason(s) for your answer in number 5?
7. What retention strategies does NIP have in place?
8. Whose responsibility is it to retain talent in NIP? And what is done to retain staff?
9. How would you say performance and competitiveness are achieved?
10. Are there any staff members that perform exceptionally well? How do you reward them?
11. Are there any staff members that under perform in their work? How do you deal with this? Do you know star performers and underperformers in you department? How do you deal with them?
12. What do you think should be done for NIP to attract and retain talent?

I would like to thank you for taking your time to answer to these questions!