



**FACTORS CONTRIBUTING TO EMPLOYEE
TURNOVER INTENTION AT A SELECTED COMPANY IN THE
CAPE TOWN CLOTHING INDUSTRY**

By

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ABSTRACT

South African clothing industry is plagued by voluntary turnover which could have a number of negative impact on the industry. This research explored the factors contributing to turnover intention at a large clothing manufacturing company in Cape Town and provided recommendations as to how industry stakeholders can address these factors and possibly reduce voluntary turnover within the industry.

This study employed the quantitative method of approach in the form of a self-administered, pen and paper questionnaire. This approach is systematic to investigations throughout which numerical data is collected or the investigator converts what is collected or observed into numerical data. This approach is often concerned with finding confirmation to either support or opposes an idea or hypothesis a person might have. This method makes it possible for the researcher to achieve a high level of reliability in relation to data analysis.

The survey instrument was utilised to measure levels of job satisfaction, perceived job mobility and turnover intention. This approach was chosen as the best approach for this study as it addresses factors related to turnover intention at a selected clothing company in Cape Town.

The implication of the study is that, it contributes to the understanding of factors driving voluntary turnover in the clothing industry and provides recommendations as to how industry stakeholders can address these factors and possibly reduce voluntary turnover within the industry. It is envisaged that by determining the reasons for employee turnover intention at a selected clothing company in the Cape Town Clothing industry and by providing possible solutions to remedy the problem, a better working environment and improved relations between management and staff will prevail. The research outcome provides the entire clothing industry with some guidance as to the factors associated with turnover and areas that can be addressed to reduce it.

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INTRODUCTION

1.1 Introduction

The South African clothing and textiles industry has a long history. It is a major source of employment and pre-dominated by women. This industry is spread across urban areas in South Africa and certain rural areas (such as industrial towns in the former homelands named as the former Transkei and Ciskei). In the former homelands, the industry existed for many decades and provided a significant proportion of employment (Vlok, 2006:1). This industry is mainly the main source of employment in rural areas and many families depend on it for survival.

The South African clothing industry has been confronted by numeral challenges over the past couple of years. These challenges were emphasized by Zwelinzima Vavi, Secretary General of the Congress of South African Trade Unions at the 12th Annual Nedlac Summit in September 2007, where he reported that the South African clothing industry is faced with problems including high turnover, retrenchments, closing down of factories, absenteeism, lack of skills training, poor working environments and low wages. He attributes these challenges to a number of factors comprising of the Issues of monopoly and intense global competition.

Trade between South Africa and China has expanded over the past decade resulting in a significant growth in Chinese imports. Employment has dropped and there has been no progress in production over the past few years (Forstater, 2008:1). This signifies that the industry has not been able to adapt with the challenges of imports, particular from China, global competition and currency appreciation (Forstater, 2008:1).

Africa's relationship with China has caused a strain in the industry due to unequal and unfair trade relationship between the two countries (Dhliwayo, 2012: 1). The huge number of imports from China has strained the continents own production. Clothing and textile industry has struggled to compete due to cheap Chinese clothing that has been found as an alternative by many low-income earners. This has resulted into local manufacturers to shed jobs or shut down their operations. Chinese large imports have resulted into rising tensions within the industry in countries like Kenya, Nigeria and South Africa (Dhliwayo, 2012: 1). Clothing and textile sector employment figures fluctuates dramatically, from 57 000 to 200 000 direct and indirect jobs specifically in the clothing sector. The industry accounts for 15% of overall formal employment, and adds to 6% of output for the manufacturing sector. About 74 000 jobs were lost in the clothing sector between the first and second quarters of

2010 as stipulated by Statistics South Africa, 2010). It is recorded that over the past 10 years the textile industry has lost about 150 000 jobs while imports from China are approximated to have surged 110% from 2003 (Statistics South Africa, 2010).

Statistics received from the clothing company at which this research was conducted indicates that total turnover for the company between 2005 and 2009 stood between 39.2 and 40.8 percent. These terminations were based on both voluntary turnover and involuntary turnover such as retrenchments, resignations, retirements and dismissals. The literature pertaining to the clothing industry is dated pre 2010 since the data was collected in 2010.

Research suggests that job satisfaction, poor working conditions and perceptions of job mobility are correlates of voluntary turnover. The present study examined the factors contributing to employee turnover at a selected clothing manufacturing company in Cape Town, through the use of a survey questionnaire that measured turnover intention and the contributing factors mentioned above. According to Aizen (1991: 1), turnover intention can be used to examine the actual turnover as the theory of intended behavior proposes that turnover intention is a key predictor of actual turnover. The current study will therefore investigate the factors that contribute to voluntary turnover at a selected clothing manufacturing company in Cape Town and provide possible solutions to the problem.

1.2 Problem statement

The South African clothing industry has recently faced a number of challenges. These challenges are attributed by both organised labour and business and cited as issues of monopoly and intense global competition. The main problem statement emanates from the fact that challenges posed by the influx of foreign textile-related imports and consequences of globalisation in the South African clothing and textile industry are not well understood. Sub-problems emanating from the main problem will include Chinese import factors, the unavoidable economic slowdown or global recession and poor working conditions.

Prior to 2010, when this research was conducted, the South African clothing industry has recently faced a number of challenges. These challenges were emphasized by Zwelinzima Vavi, Secretary General of the Congress of South African Trade Unions at the 12th Annual Nedlac Summit in September 2007, where he reported that the South African clothing industry is faced with problems including high turnover, retrenchments, closing down of factories, absenteeism, lack of skills training, poor working environments and low wages (Vavi, 2007).

He attributes these challenges to a number of factors including:

- Issues of monopoly
- Intense global competition

Sub-problems emanating from the main problem include the following:

Sub-problem 1: The Chinese import factor of the clothing industry in large quantities has threatened the quality and quantity of the SA clothing industry thus threatening job security.

Sub-problem 2: Inefficient or insufficient government regulation of trade agreement or policies between South Africa and other countries in particular China have threatened the growth of the clothing and textile industry.

Sub-problem 3: The unavoidable economic slowdown or global recession is a contributing factor to job losses in the clothing and textile industry.

Sub-problem 4: Poor working conditions are contributing factors in increasing levels of voluntary turnover in the clothing industry.

It is clear that the above-mentioned problem and sub-problems are focusing more on trade relations between China and South Africa. The assumption is that the more we import textiles, the more we threaten job security. However, with regards to the extension or non-extension of the quotas on Chinese clothing and textile imports, the South African Clothing and Textile Workers Union (Sactwu) former general secretary Ebrahim Patel said that the union would intensely support an extension as the quotas had assisted in saving a significant number of jobs (Businessday, 3 February 2009). He further said that if there was no extension, an application to Itac (International Trade Administration Commission) was an alternate route to follow in favour of the extension. The former Director-General of Trade and Industry, Mr Tsediso Matona said the department could act only on the basis of a formal application by one of the participants to Itac and as none had been received, the quotas would terminate at the end of February 2009.

Mr Patel said it would be a complete misfortune if there were a huge surge in low-cost Chinese clothing and textile imports early in the coming year. This was emanating from the burden of the economic slowdown, which was destroying local employment. Mr Patel reflected that low-cost Chinese imports had resulted in the loss of more than 80 000 clothing and more than 20 000 textile jobs before quotas were introduced (Businessday, 3 February 2009).

Patel said that Chinese should increase its exports due to the economic slowdown which might lead to the non-extension of the quota scheme. Chinese clothing exports to South Africa were only 0,5% of its total global exports which is unfair as their import standard is about 62% of South Africa's total clothing imports. This proves that the South African clothing and textile industry is under strain. It is reported that this situation will get worse as the economic slowdown began to bite (Business Day, 3 February 2009).

In 2006, Mike Morris a professor of economic development at the University of Cape Town hinted that trade union has over-estimated the number of job losses in the clothing sector (Business Report, 10 October 2006). In that year, Sactwu influenced the government to enforce quotas on Chinese imports as they claim that about 67 000 jobs had been lost in the sector over the past four years, that is 2002 – 2005. Morris argued that the real figure is a quarter of that. Morris, the Reserve bank governor, Tito Mboweni and retailers criticised government's decision to enforce quotas due to the importation of Chinese-manufactured clothing. The criticism at that time was that prices would increase and that the two-year reprieve for manufacturers was not a solution in building an internationally competitive advantage.

According to Vlok (2006: 233) the principal reasons for the challenges facing the South African clothing industry are structural. Trade between South Africa and China has expanded over the past decade resulting in a significant growth in Chinese imports. As a result, South Africa's imports within the sector are growing at a faster rate than exports and employment in the clothing sector has declined by above 60 000 jobs between 2003 and 2006 (Lawrence, 2006: 1). This economic slowdown has resulted in a massive loss of employment, retrenchments, closures and liquidations in the sector (Vlok, 2006: 237). Similarly, Lawrence (2006: 1) argues that since 2002 there has been a trend of high turnover in the clothing industry in South Africa due to these structural conditions. This statement is supported by employment data pertaining to industry which indicate a drastic decline in employment since 2002. SALRI's job loss database reflects that above 55 500 clothing, textile and footwear jobs were lost between 2003 and the first nine months of 2005. This database excludes white collar workers, contract workers, non-unionised workplaces as well as jobs lost through retirements and resignations. The definite number of job losses may be higher than what is reflected in the database (Vlok, 2006: 237). It is stated that these job losses have affected 277 875 people directly, due to poverty in South Africa, there is one breadwinner per household (Vlok, 2006: 237).

These arguments show that there is unfair and uneven trade pattern between Africa and China. China's exports are greater than its imports value. This hampers African business and leaves Africa with a shortfall and unfair trade practice. The leading of Chinese economic activities in Africa has stimulated some anger amongst the locals (Consultancy Africa Intelligence, 2012).

Clothing imports from China contained of 61% of total South Africa clothing imports by 2008 and 74% by 2010 (Shakya, 2011: 1). Labour costs and high wages contributed to the destabilised South African competition, internationally. In the early 2000s it has been reflected that South Africa was a bit stronger than other African countries but weaker than India and China (Shakya, 2011: 226)

South Africa has a highly regulated labour market and the cost of labour is high compared with China. Chinese textile manufacturing companies is known of poor labour practices which also causes tensions. For example in KwaZulu Natal, South Africa, Chinese clothing manufacturers have been under scrutiny due to unfair labour practices, working conditions and low wages. In South Africa there is a strong existence of labour unions which also contributes to other tension in the light of protecting the labour force (Consultancy Africa Intelligence, 2012).

Statistics received from the clothing company at which this research will be conducted indicates that total turnover for the company between 2005 and 2009 stood between 39.2 and 40.8 percent. These terminations are based on both voluntary turnover and involuntary turnover such as retrenchments, resignations, retirements and dismissals.

To illustrate the impact that these structural challenges facing the clothing industry have on the prosperity of South African communities, Vermeulen (2005: 2) reports that the clothing industry in Dimbaza, Eastern Cape has been practically destroyed.

In 2005 the clothing industry in that location has employed fewer than 800 workers whereas in 2002 it supplied approximately 6000 clothing industry jobs. Vermeulen (2005: 1-2) maintains that the challenges facing the sector are due to unfair international trade rules that put profits before people. They promote free market policies that facilitate the exploitation of both labour and markets.

While the arguments reflected above suggest that involuntary turnover poses a challenge to the sector, the sector is also faced with increasing levels of voluntary turnover. Voluntary turnover comprises push factors such as employees departing due to absence of interest in the job and pull factors such as employees being enticed to other

jobs (Booth & Hamer, 2006: 290). According to Gunning *et al.*, (2001: 1) voluntary turnover in the clothing and textile industry is largely attributed to poor working conditions in the industry as a whole. Employees are exposed to injuries on duty resulting in disability and incapacity, muscle pains and injuries.

Health problems are specified as another detrimental factor which may lead to voluntary turnover, since unsatisfactory working conditions are common in the clothing industry. A negative perception of one's health is related to higher absenteeism which may lead to turnover. If an employee is incapacitated or feels that he/she cannot continue with work, he/she may decide to leave the organisation. If an employee feels that the environment is not conducive for work due to injuries on duty that employee may leave the organisation (Cohen & Golan, 2007: 420). Furthermore, contract workers complain that they are paid a weekly minimum wage which carries a number of negative financial implications for them (Gunning *et al.*, 2001: 1). According to Barnes (2005: 1) wage rates and the inflexible labour market, seem to have a negative influence on the sector. He also states that the clothing manufacturers are relocating to non-metro areas where they pay employees low wages. According to Vlok (2006: 230) the clothing industry in South Africa is well known of paying low wages. The majority of workers are paid weekly and the minimum wage as at May 2005 in rural concentration was R217.10 per week, while a qualified mechanist earned about R303.56 per week in Cape Town and R537 per week in other cities.

The current study will therefore investigate the factors that contribute to voluntary turnover at a selected clothing manufacturing company in Cape Town. In an interview with the Human Resource Director of the clothing company concerned, voluntary turnover was cited as a challenge facing the organisation. The company currently employs approximately 500 employees and manufactures ladies dresses, sportswear, blouses, skirts, pre-teen dresses and children's sportswear. The company supplies a large retail outlet in South Africa.

1.3 Purpose statement

The proposed research will attempt to explore the factors contributing to turnover intention at a large clothing manufacturing company in Cape Town and provide recommendations as to how industry stakeholders can address these factors and possibly reduce voluntary turnover within the industry.

1.4 Methodology

The present study employs a quantitative methodology in the form of a self-administered, pen and paper questionnaire. The survey instrument is utilised to measure levels of job satisfaction, perceived job mobility and turnover intention. Job satisfaction is measured by using Spector (1985: 708-711) job satisfaction questionnaire. Job mobility is measured via two items developed by McAlister (1995) and turnover intention is measured by three items following the Mobley *et al.* (1979) definition. Variables such as age, gender, population group and socio economic status are included in the survey. The sample includes all 500 employees working for the selected clothing company in Cape Town clothing industry. All employees (excluding management) were invited to participate in the study. The questionnaires were printed, hand delivered and distributed by the shop steward to all 500 employees in the selected clothing industry. A letter was attached to the questionnaire and forwarded to all participants notifying them of the questionnaire and the intended research. In this letter participants were informed that the questionnaire is confidential and that no employee identification data will be stored, and that confidentiality was guaranteed.

1.5 Definition of Concepts

1.5.1 Job satisfaction

Job satisfaction is defined as the difference between the sum of some treasured conclusion a person obtains and the quantity of that product the person thinks he/she should obtain (Gobler: 2000). According to Spector (1997: 2) in his own words “job satisfaction is the level to which people like their jobs”. Rue and Byars (1992) in his own words refers to “job satisfaction as an individual’s mental state about the job”; while Robbins (2003) defines job satisfaction as an individual’s general approach towards his/her work.

1.5.2 Turnover

Turnover is defined as the termination of an employee’s membership in an organisation (Gomez–Mejia *et al.*, 2001: 200). Labour turnover can be classified into two main types, namely; voluntary and involuntary turnover.

According to (Newstrom & Davids, 1997: 262) involuntary turnover refers to a situation where an employee’s appointment is terminated against his/her will, while voluntary turnover is when an employee willingly terminates his/her employment.

1.5.3 Turnover Intention

Turnover intention is defined as a purpose of intended departure of an individual from an organisation (Price & Mueller, 1986 in Cohen & Golan, 2007: 416). The intention to leave the organisation is the last part in a classification of withdrawal awareness, and an arbitrator between assessments that are associated to the decision to leave and the actual turnover in process models of turnover. Job dissatisfaction is a strong predictor of turnover intention. According to Ajzen (1991), turnover intention can be used as a substitution for actual turnover since the theory of planned behaviour suggests that behavioral intention is a respectable forcaster of actual turnover.

1.5.4 Job Mobility

Job mobility is the aptitude of an individual to adjust his/her situation or rank within a career or to adjust occupation. Job mobility is a key controlling variable between reasons of misfit and the assessment to turnover (Wheeler, 2007).

1.6 Objectives and the need of the study

As mentioned in the opening section of this proposal, the South African clothing industry is plagued by voluntary turnover which could have a number of negative impacts on the industry. The proposed research will attempt to explore the factors contributing to turnover intention at a large clothing manufacturing company in Cape Town. It is hoped that the study will contribute to the understanding of factors driving voluntary turnover in the clothing industry and provide recommendations as to how industry stakeholders can address these factors and possibly reduce voluntary turnover within the industry. It is envisaged that by determining the reasons for employee turnover intention at a selected clothing company in the Cape Town Clothing industry and by providing possible solutions to remedy the problem, a better working environment and improved relations between management and staff will prevail.

1.7 Questions pertaining to the research

- What is the nature and scope of employee turnover at the selected clothing manufacturing company in Cape Town?
- What is the nature and scope of job satisfaction at the clothing company in Cape Town?
- What is the nature of job mobility perceptions at the clothing company in Cape Town?

- Is there a relationship between turnover intention and job satisfaction at the clothing company in Cape Town?
- Is there a relationship between turnover intention and perceptions of job mobility?
- Is there a relationship between perceptions of job mobility and job satisfaction?
- How can high turnover in the clothing industry be addressed?

1.8 Significance of the research

South African literature pertaining to factors contributing to turnover intention in the clothing industry is lacking. Therefore, this dissertation seeks to add to the body of knowledge by conducting a thorough analysis of the above mentioned areas of research within the clothing industry in South Africa. This paper provides the entire clothing industry with some guidance as to the factors associated with turnover and areas that can be addressed to reduce it.

Job satisfaction is vital for the growth of the business. Providing a conducive work environment will improve employee morale and job satisfaction. Getting these key elements right will provide a competitive advantage that will retain employees, improve productivity, reduce costs and eliminate higher levels of turnover in the clothing industry. It is vital to keep employees motivated at work. Clothing industry needs to consider the areas that may be stressful at work and try to address them in the light of reducing turnover and increasing productivity.

According to Smith (2010) employers should strive to increase job satisfaction in order to retain talented employees. It is a competitive advantage to train employees, maximise their potential, and create abilities and talents of the entire workforce. Employees who are committed in their work show higher level of job satisfaction. Employees that are engaged in their work have a higher level of job satisfaction.

Although this research was conducted in the clothing industry, the research was not specific to the clothing industry only. Many organisations are confronted with great altitudes of turnover, job satisfaction and job mobility challenges. The significance of the findings of this research is that it may be used in other industries as this topic was found to be generic.

1.9 Chapter breakdown

Chapter two presents the literature review that will provide the reader with a good theoretical foundation on turnover intention, job satisfaction and perceived job mobility. The literature review chapter will discuss the theoretical relationship between turnover intention, job satisfaction and perceived job mobility. Chapter three will present the research approach and methodology used in this study. It will describe the research methods applied in this study, the survey questionnaire employed and administration thereof. In addition, the data analysis methods used in this study will also be covered. Chapter four documents the descriptive statistics pertaining to the variables measured in the study and presents the correlations between turnover intentions, components of job satisfaction and perceptions of job mobility. The final chapter of this dissertation will include a discussion of the results detailed in chapter four with the purpose of answering the research questions detailed in chapter one of this study. This chapter will also include a summary and conclusion of the findings of this research and recommendations.

CHAPTER 2 REVIEW OF RELATED LITERATURE

1. THE SOUTH AFRICAN CLOTHING INDUSTRY

1.1 BACKGROUND

The South African clothing and textiles industry has a long history. It is a significant source of employment particularly for women. It is spread across urban areas in South Africa as well as certain rural areas including industrial towns in the former homelands such as former Transkei, Ciskei, KwaNgwane, Venda, Bophuthatshwana, Gazankulu, Qwaqwa and others. In these former homelands this industry existed for many decades and provided a significant proportion of economic support to the inhabitants (Vlok, 2006:1). In its rural areas, the industry is normally the only source of recognised employment and many families depend on it for survival.

Official statistics on retail sales published by statistics South Africa reflects that the market for garments, textile products and shoes have expanded significantly in recent years. Textiles, clothing, leather and footwear cooperatively contributed to 3.8% of total manufacturing production in 2008 down from a contribution of 6.2% in 1995. Since 1994 the statistics advocates a small drop in import orientation between 1998 and 2003. A high pitched setback occurred subsequently. The export orientation of textiles has decreased marginally until 2002 and then stabilised between 2004 and 2008 and stood at 6% in 2008 (Forstater, 2008:1).

Consequently, employment has radically decreased while production has been stagnant over the last few years (Forstater, 2008:1). This indicates that the industry has not been capable to adjust sufficiently to the challenges and trends which have been posed by rising import competition in the wake of trade liberalisation. There has been currency appreciation and the increasing competitiveness of, precisely, China (Forstater, 2008:1). The developments in South Africa's clothing and textiles trade are concisely summarised below:

Three phases of the development of the textiles and clothing industry can be acknowledged, related to the level of defence and competition from international trade. They are, namely; post Multi-Fibre Arrangement (MFA) took place from January 2005; secondly, this is identified as global recession which happened from October 2009; and thirdly, this phase took place towards a sustainable recovery at the year end of 2009 (Forstater, 2008:1).

Before democratisation and South Africa's incorporation into the world trading system, the clothing and textile industry was concentrated on import substitution.

The industry was highly protected and concentrated on the domestic market. This endorsed inadequacies to go unchecked and caused the failure of the industry to develop internationally competitive and, therefore, a failure to develop major export volume and a concentration of production in low value-added products would have adverse effects. Nonetheless, an amount of high excellence and high value-added producers such as manufacturers of men's formal shirts, suits and other tailored garments came into being and accomplished success both in the domestic and export markets (Vlok, 2006:1).

After the end struggle, South Africa embarked on the World Trade Organisation (WTO) in 1994 and released its market to international trade. After the end of struggle, South Africa embarked on International markets and the currency dropped dramatically and eventually underrated and combined with an incentive scheme (the Duty Credit Certificate Scheme) which allowed the industry to rapidly increase in South Africa (Vlok, 2006:1).

Trade between South Africa and China expanded over the past decade resulting in a significant growth in Chinese imports in South Africa. As a result, South Africa's imports within the sector grew at a faster rate than exports and employment in the industry has dropped by over 60 000 jobs between 2003 and 2006 (Lawrence, 2006:1).

Employment figures for the formal clothing and textile sector differs radically from 57 000 to 200 000 direct and indirect jobs in the clothing sector alone. The industry accounts for 15% of total formal employment, and contributes 6% of production for the manufacturing sector. According to Statistics South Africa jobs were lost in the manufacturing sector between the first and second quarters of 2010. Seventy four thousand jobs were lost in the manufacturing sector during the first and second quarters of 2010 (Clothing and Textiles Opinion, 12 October 2010). Official figures recorded about 150 000 jobs lost in South Africa's textile industry over the past 10 years while clothing imports from China are projected to have surged 110% since 2003 (African Business, 30 November 2010).

The former General Secretary of clothing and textile workers union, Mr Ebrahim Patel, believed that it would be a complete tragedy if there were a huge surge in cheap Chinese clothing and textile imports in early 2009. He based his argument on the economic slowdown which was putting pressures on local employment.

Mr Patel projected that low-cost Chinese imports had resulted in the loss of more than 80 000 clothing and more than 20 000 textile jobs before quotas were introduced.

Statistics South Africa (2010) recorded high unemployment levels during the first quarter of 2010, which reflected the unemployment rate of 0,9 to 25,2%. The total number of unemployed people was sitting at 4,3 million for the first quarter of 2010 and a further 79 000 jobs were lost in the first quarter of 2010, job losses are a critical agenda item for the government of South Africa.

To illustrate the impact that these structural challenges are facing the clothing industry has on the prosperity of South African communities. Vermeulen (2005:2) reported that the clothing industry in Dimbaza, Eastern Cape, has been practically wiped out. In 2005 the clothing industry in that area hired less than 800 workers while in 2002 it provided around 6000 clothing industry jobs.

Vermeulen (2005: 1-2) maintains that the challenges facing the sector are due to unfair international trade rules that put profits before people. They promote free market policies that facilitate the exploitation of both labour and markets.

Statistics received from the clothing company at which this research is conducted indicates that total turnover for the company between 2005 and 2009 stood between 39.2 and 40.8 percent. These terminations are based on both voluntary turnover and involuntary turnover such as retrenchments, resignations, retirements and dismissals.

The provincial development agency (Wesgro) bought the loss-making Novell Garments for R10m, apparently to prevent the loss of 500 jobs during the time Hong Kong-based owners were threatening to close down. At a later stage the factory was sold to the Brimstone group for just R6, 5m without meeting the tender requirements as stipulated by the Public Finance Management Act. This move was defended by both Essop and former Premier Rossol, saying they had to bend rules in order to save jobs (Fastmoving, 2006:1).

The South African Clothing and Textile Workers' Union (SACTWU) documented more than 55,500 job losses since 2003, and official figures show a 37% decrease in employment since 1996 and of production capacity. SACTWU has reacted to this disaster through diverse strategies intended at a short-term reduction in the burden caused by the flood in imports, increasing the competitiveness of the South African industry and introducing it on a maintainable long-term development path.

It is hoped that fundamental restructuring and reorientation will bring relief in the industry. These strategies need a strong commitment between the industry, government and organised labour.

1.2 INTRODUCTION OF THE QUOTA SYSTEM

A two-year quota system was introduced by the government in the year 2007 with an objective of shrinking Asian clothing imports to South Africa. But, the system did not offer sufficient time to the industry for restructuring and to improve production capacity, even though it could control the import of Chinese goods to other countries.

The aim of the quota system was to increase local manufacturing, but this move did not assist on the influx of imports into South Africa. This system resulted in importers substituting their Chinese imports with imports from other low cost producers in countries such as Malaysia, Vietnam and Bangladesh while it prohibited certain domestic manufacturers from obtaining the textiles required for their manufacturing. This led to an increase in customs fraud, particularly cases of illegal transshipment of Chinese imports. The quota system was phased out in 2008, despite a push for its renewal by some local manufacturers (Joubert, 2010: 2).

While the arguments reflected above suggest that involuntary turnover poses a challenge to the sector, the sector is also faced with increasing levels of voluntary turnover. Voluntary turnover includes push factors such as staff leaving due to lack of interest in the job and pull factors such as staff being attracted to other jobs (Booth & Hamer; 2006: 290). According to Gunning *et al*, (2001: 1) voluntary turnover in the clothing and textile industry is largely attributed to the poor working conditions in the industry as a whole. Employees are exposed to injuries on duty resulting in disability and incapacity, muscle pains and injuries (Gunning, *et al*. 2001: 1).

Health problems are specified as another detrimental factor which may lead to voluntary turnover, since unsatisfactory working conditions are common in the clothing industry (Cohen & Golan, 2007: 420).

Furthermore, contract workers complain that they are paid a weekly minimum wage which carries a number of negative financial implications for them (Gunning, *et al*. 2001: 1). According to Barnes (2005:1) low wage rates and inflexibility of the labour market, seem to have restraining consequences on the sector.

He also states that the clothing manufacturers are relocating to non-metro areas where they are able to pay minimum wages.

The clothing sector is well known as one of the lowest paying manufacturing industries in South Africa. The majority of workers are paid weekly and the weekly minimum wage for a machinist working in a non-metro area is between R489 and R579, and R738 for those working in a city (Business Report, 29 March 2011).

Furthermore, Mr Zwelinzima Vavi, Secretary General of the Congress of South African Trade Unions at the 12th Annual Nedlac Summit in September 2007 attributed these challenges to a number of factors including the issues of monopoly and intense global competition

The current study will therefore investigate the factors that contribute to voluntary turnover at a selected clothing manufacturing company in Cape Town. Research suggests that job satisfaction; perceptions of job mobility and turnover intention are correlates of voluntary turnover. According to Aizen (1991), turnover intention can be used as a representation for actual turnover since the theory of intentional behaviour proposes that behavioural intention is a good forecaster of actual turnover.

2. JOB SATISFACTION

2.1 Introduction

Various studies indicate that job satisfaction or employee satisfaction is vital to an organisation's success. In organisational behaviour studies, job satisfaction impacts other organisational variables like output, turnover and absenteeism. According to Atchison (1999), many organisations are concentrating on employee fulfillment initiatives in order to increase productivity and to decrease turnover so that the organisations can be effective.

Hoole & Vermeulen (2003) emphasises on the fact that in order for this field to be recognised, it depends to the relevance of physical and mental well-being of employees. Robbins (2005: 2) emphasises that managers have a responsibility to offer satisfying jobs that are interesting and rewarding. Alavi & Askaripur (2003: 591) revealed three reasons why managers should focus on the job fulfillment of their employees:

1. Evidence suggests that unsatisfied individuals add to high levels of turnover (Connolly & Myers, 2003).
2. Satisfied employees are believed to be in good health which contributes to longer life expectancy. Connolly & Myers (2003: 1) elaborate more and maintain their belief that a lack of job satisfaction has been aligned with symptoms like anxiety,

depression and poor physical and psychological health. These factors have negative consequences associated with absenteeism and commitment.

3. Job dissatisfaction in the workplace leads to negative effects on individual's private lives which can lead to absenteeism and other important work-related attitudes and behaviour (Connolly & Myers, 2003: 1).

2.2 Definition of job satisfaction

Job satisfaction is defined as the difference between the volume of some respected consequences a person obtains and the amount of that outcome the person thinks he/she should obtain (Gobler, 2000). According to Spector (1997) "job satisfaction is the degree in which people like their jobs". Rue and Byars (1992) refers to job satisfaction as an individual's mental state about the job; while Robbins (2003) defines job satisfaction as an individual's broader approach towards his employment. Robbins further states that, job satisfaction is when an individual is pleased with his job because it is something he needs to do and he is remunerated accordingly in that work. This simply means that a person with high job satisfaction levels will embrace positive spirits towards the job and a person who is dissatisfied will hold and embrace negative spirits towards his work.

In terms of equity, job satisfaction is defined as the difference between the rewards employees is setting to obtain and what they expect to receive (Robbinson *et al.*, 2003:16). According to Kreitner & Kinicki (2001) job satisfaction is an emotional reaction towards various surfaces of one's job.

2.3 Theories of Job Satisfaction

Over the years, researchers have developed a number of theories in an attempt to explain job satisfaction. According to Mullins (1996: 520), motivation is a process which may lead to job satisfaction. He further reflects that there is no clarity on the relationship between motivation and job satisfaction; it can be demonstrated by means of the motivational theories.

Calder (2000) illustrates that motivational theories can be categorised into two groups such as content theories and process theories. Mullins (1996: 520) describes content theories of motivation as explicitly correlated to job satisfaction and assume a direct relationship between job satisfaction and improved performance. Process theories intend in more detail the affiliation between motivation, satisfaction and performance.

The following content theories will be further discussed below: Maslow's needs hierarchy theory, Herzberg's two factor theory, ERG theory, Two factor theory and McClelland's achievement and motivation theory. Process theories that will be attended will involve: Value percept theory and Equity theory.

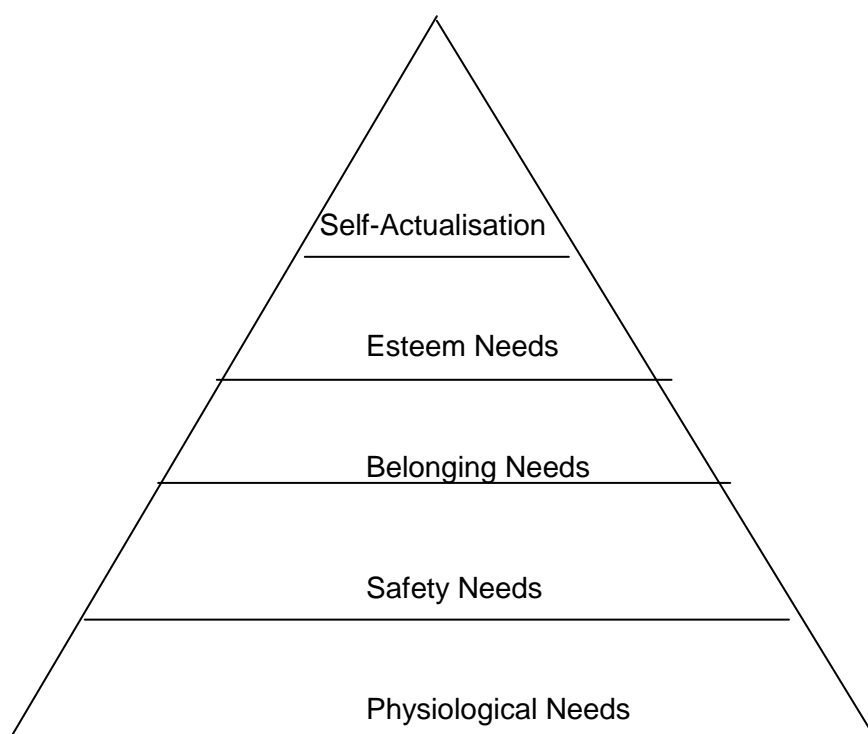
These theories of motivation are important to consider in the context of job satisfaction, since they provide one with important clues as to the sources of job satisfaction discussed in the subsequent section.

2.3.1 Content theories

Aamodt (2004) describes job dissatisfaction arising from a discrepancy between what employees want, value and expect and what the job actually provides. If there is an inconsistency between what employees need and what the job compromises, it leads to job dissatisfaction. Theories such as Maslow's hierarchy of needs theory, ERG theory, Two-factor theory and McClelland's needs theory mainly focuses on employees' needs and values (Aamodt, 2004; Robbins *et al.*, 2003).

2.3.1.1 Maslow's needs hierarchy

Maslow's (1954) theory is one of the recognised theories which enlighten that employees would be motivated and satisfied with their jobs only when certain desires are met. He further explains five major types of needs which are ordered hierarchically as indicated in figure 1 below. According to Maslow's hierarchy of needs, lower-level needs must be fulfilled first before an individual consider the next level of needs (Robbins, 1989). There are five hierarchical levels which are as follows, as indicated in Fig 1 below:

FIGURE 1: MASLOW'S HIERARCHY OF NEEDS, (Maslow, 1954)

1. Physiological needs such as food, shelter, clothing and sexual satisfaction needs. According to Maslow's theory, individuals are worried first and foremost with satisfying their basic needs such as food, shelter, water and clothing. An unemployed person who does not have a shelter will be content with any job as long as it offers for these basic needs (Maslow, 1954). This is a primary need and of importance to individuals as it restores the dignity and pride of human beings.
2. Safety needs. This refers to the need to feel safe within the environment; it also refers to physical safety. After physiological needs have been met, safety needs would follow as employees focus more on meeting their safety needs. This is a secondary need prior to the basic needs and is of importance to human beings as they should leave in a safe and secured environment. People should feel comfortable and relaxed in the areas where they stay and work. This means that employees will remain satisfied with their jobs only if they believe the working environment is safe (Maslow, 1954).
3. Social needs. The need for love, friendship and belonging. Once the basic needs and safety needs have been met, employees will stay satisfied with their jobs only when their social needs have been addressed (Maslow, 1954). In a working environment it involves working with others and feeling needed in the organisation.

When people get along with each other, it will boost their morale, lead to higher productivity and they will feel comfortable with each other and the organisation. Organisations strive to fulfil their employees' social needs by procuring social activities for example cafeterias, organising sport programmes and family events (Maslow, 1954).

4. Esteem needs. These needs comprise the need for self-respect, status, recognition and achievement (Maslow, 1954). When employee's social needs have been fulfilled, they start to pay attention on meeting their esteem needs. According to Maslow (1954), organisations can satisfy these needs through awards, promotions and salary increases. Managers need to recognise the potential and effort made by employees at work in order to create a conducive work environment where employees would feel as if it is the best company to work for.
5. Self-actualisation needs. The point of reaching one's full potential. According to Robbins *et al.*, (2003). Maslow (1954) describes self-actualisation needs as the desire for growth, achieving one's potential and self-fulfilment. An employee who strives for self-actualisation desires to meet their full potential in everything they do. Therefore, employee's desire the same task for a substantial period might become bored which might result in job searching. Managers need to study the environment and develop strategies to retain and develop self-contentment of employees in their jobs. Employers need to provide the best training courses, performance appraisal systems, job rotation methods and other ways to retain and develop employees at work.

Maslow's theory is broadly recognised even though it has been criticised. Robbins *et al.* (2003:132) argues that certain reviews assume that needs are not necessarily structured along these magnitudes "as people simultaneously move through several levels in the hierarchy of needs".

He further suggests that, because satisfied needs boosts a person to reach movement to the next level, the employee will always have an energetic need, making long duration job satisfaction which is unlikely in terms of this theory.

2.3.1.2 ERG theory

Alderfer (1972) classified needs into only three groups of essential needs, such as, existence, relatedness and growth.

The existence group is anxious with providing basic needs and includes items that Maslow's theory reflected as physiological and safety needs (Alderfer, 1969: 142 - 165). The second cluster of needs relates to sustaining important associations and the growth needs refers to the longing for personal growth (Robbins, 1989; Robbins et al., 2003).

According to Aadmott (2004), the main difference between Maslow's theory and the ERG theory is that the latter theory describes that movement to the next level need not be fixed; an employee can jump. He further explains that people can be concurrently motivated by needs at different levels. A person can focus on growth satisfaction although existence and relatedness needs are not met.

Several studies supported the ERG theory as it removes some of the challenges with Maslow's theory (Robbins *et al.*, 2003).

2.3.1.3 Herzberg's two factor theory

Herzberg's two-factor theory is one of the earliest theories of job satisfaction, the factors being "intrinsic factors" and "motivators" (Cooper & Locke, 2000: 166) as indicated in Table 1 below.

Table 1: Herzberg's two factor theory

Satisfiers/ Motivators/ Intrinsic	Disatisfiers/ Hygiene/ Extrinsic
Need to build high level of job satisfaction (related to job content)	Need to maintain a level of dissatisfaction (related to job context)
<ul style="list-style-type: none"> ○ Feeling of achievement ○ Meaningful work ○ Opportunities for advancement ○ Increased responsibility ○ Recognition 	<ul style="list-style-type: none"> ○ Pay ○ Status ○ Job security ○ Working conditions ○ Fringe benefits

<ul style="list-style-type: none"> ○ Opportunities for growth 	<ul style="list-style-type: none"> ○ Policies and procedures ○ Interpersonal relations
--	--

According to Herzberg (1959), “job satisfaction rest on one set of conditions, whereas job dissatisfaction depends on different set of conditions”. Job satisfaction and dissatisfaction are determined by different factors as indicated in the table above.

Herzberg *et al.*, (1959) found that intrinsic factors such as achievement, responsibilities and recognition were intensely related with satisfaction than extrinsic factors like policies, benefits and working conditions. Job satisfaction is related to motivators or intrinsic factors, while job dissatisfaction is related to hygiene or extrinsic factors. Extrinsic or hygiene factors relate to pay, status, job security, working conditions, fringe benefits, company policies and interpersonal relations. These factors are rewards or sources of need satisfaction that stem from organisational context and are thus somewhat divorced from the direct influence of the individual (Herzberg *et al.*, 1959).

According to Herzberg *et al.*, (1959), intrinsic factors have to do with achievement, meaningful work, opportunities for advancement, increased responsibility, recognition and opportunities for growth. These factors are viewed as being derived from the individual's relations and the job itself. Herzberg *et al.*, (1959) found seven working conditions which lead to job satisfaction for many people. These conditions are: interesting and challenging work, a feeling of achievement and good relationships with immediate supervisor and other professionals, opportunities for friendship, advancement, security of employment and recognition. These conditions are regarded as intrinsic factors and meeting these expectations is vital to the achievement of high levels of job satisfaction (Herzberg *et al.*, 1959). In summary, Intrinsic and extrinsic factors of job satisfaction are crucial and are regarded as the main source of reaching high job satisfaction levels.

Herzberg's theory of motivation is popular with managers as an approach for motivation. The managerial inference of Herzberg's theory is apparent: to prevent low performance, high absenteeism and high labour turnover, managers should make radical changes by adding hygiene factors and motivators to the job. Herzberg suggests job enrichment as an approach to build satisfiers into the job content (Herzberg *et al.*, 1959). Herzberg states that if you want people to do a good job, give them a good job to do. He emphasises that the factors that give rise to job dissatisfaction are related to job context and are labelled as hygiene factors and factors that give rise to job satisfaction are related to job content and labelled as

motivators (Herzberg *et al.*, 1959). It is important to provide clear job content, employ capable and willing people, and provide clear roles and responsibilities in order to achieve good results and achieving job satisfaction of employees.

2.3.1.4 McClelland's needs theory

This theory emphasis on three needs, namely; achievement, power and affiliation (Robbins *et al.*, 2003). Employees who have the strong desire for achievement would be fulfilled with jobs that are challenging and over which they can exercise some control (Aadmodt, 2004). Subsequently employees with low achievement needs are satisfied with minor challenges. Persons with a high need for affiliation would be pleased with jobs that comprises of huge responsibilities and building work interpersonal relationships (McClelland, 1969). In conclusion, employees who want to take control have a desire to influence and control others (McClelland, 1969). This theory emphasises that if you provide your employees with interesting and challenging jobs, it gives them power and control over their work which contributes to job satisfaction.

Locke, 1976 as quoted by Cooper & Locke (2000:168) argues that "individual's value would determine what satisfied them on the job". Employees in organisations hold different value system; therefore this will lead to different satisfaction levels. Human beings are unique, what is regarded as value from one person might not entice another person. As individuals we think, value and do things differently; therefore our value system will differ.

(Anderson, Ones, Sinangil & Viswesvaran, 2001: 32) forecasts inconsistencies between what is preferred and expected and believe that human beings become dissatisfied only if the job facet is essential to the individual.

Cooper and Locke (2000) state the potential problem with this theory is that "what people desire and what they consider important are likely to be highly correlated". In theory these notions are discrete; however, in practice many people will find it a challenge to differentiate the two. Despite this limitation, investigation on this theory has been extremely supportive (Cooper & Locke: 2000).

2.3.2 Process theories

Process theories attempt to clarify job satisfaction by considering at expectancies and values (Gruneberg, 1979). These theories of job satisfaction advocate that worker's choose their behaviours in order to encounter their needs. Within this framework, Adam's (1963) and Vroom (1982) have become the most noticeable theorists. Goal setting theory stems from

the impression that the conduct of employees can be changed by persuading their goals and targets. This theory believes that, when employees are pursuing their goals and targets within an organisation it might have a positive influence in their behaviour.

2.3.2.1 Vroom's Expectancy Theory

Vroom (1982) regarded Maslow's hierarchy of needs and Herzberg's two factor theory as too basic which resulted in putting forward a model that constituted the concepts of valence (V), instrumentality (I) and expectancy (E). Vroom's theory is referred to as VIE theory.

Expectancy theory believes that people are inspired to behave in ways that produce desired combinations of expected outcomes. This theory can be applied to forecast behaviour in any circumstance in which a choice between two or more alternatives must be made. For instance, it can be applied to see whether to remain in the job or quit, whether to exercise significant or slight effort at a task, and whether to major in management or accounting (Kreitner & Kinicki, 2002).

Vroom's (1982) expectancy theory illustrates that the achievement of motivation depends on two factors such as; that the value of the outcome should be high and that the individual should be of the opinion that the task undertaken is attainable and will result to the expected outcome (Dessler, 1988). When you put much effort into a job, you expect a positive outcome which will lead to satisfaction of a performed task. According to Luthans (2003), Vroom's theory links expectation and task accomplishment to the possibility of acknowledgment. In support, Nel *et al.*, (2004) states in his own words that "expectancy refers to an individual's belief that a certain level of effort will lead to a certain level of performance and reward". In other words the effort and determination you put into a job should be equivalent to what you receive in terms of compensation and acknowledgment.

2.3.2.2 Stacy Adam's Equity Theory

This theory states that job satisfaction or motivation is a purpose of what employees put into a job situation associated to the outcome (Cooper & Locke, 2000; Robbins, 2005). Therefore, the more an employee receives according to their efforts into a job will lead to higher job satisfaction. In this theory it is believed that high job satisfaction is motivated by the expectation of the employee based on the effort they put in accomplishing a task. Three components are involved in this perception of fairness, namely: inputs, outputs and

input/output ratio (Aamodt, 2004). Inputs refer to those fundamentals we put into our jobs and comprise things such as effort, experience, education and competence (Robbins, 2005).

According to Aamodt (2004), employees subconsciously compute an input/output ratio by dividing output value by input value. Employees may strive on increasing their outputs, for example, by asking for a salary raise. Conversely, they can decrease their contributions by not working as hard as their usual way (Aamodt, 2004). Furthermore, employees compare their input-outcome ratio with other employees and if they perceive it as fair, it will lead to job satisfaction (Robbins, 2005). Conversely, if employees perceive an inequity in their input-outcome ratio compared to other employees, they become disgruntled and discouraged.

2.3.2.3 Goal setting theory

According to Heery & Noon (2001) goal setting theory stems from the impression that the behaviour of employees can be changed by influencing their goals and targets.

Nel *et al.*, (2004) emphasise the fact that employees are encouraged if they understand the job concept in order to achieve a specific goal, irrespective of the challenges they might encounter in doing so. This refers to management by objectives (MBO) technique that inspires employee involvement in goal-setting, decision-making and feedback. It is of good benefit to involve workers in decision making, brainstorming, communication and adding innovative ideas as this might lead to the desired future state of the organisation.

Robbins (1998) suggests that employees will achieve better results when they receive feedback on a continuous basis regarding their progress. Moreover he suggests that continuous feedback will also assist in getting good result and rectifying discrepancies that might hamper productivity. It is believed that if employees are involved in decision making and preparation of their goals they would be more dedicated in achieving the organisational goals.

Heery & Noon (2001: 142) note four general principles to stimulate high performance and increase motivation in terms of the goal setting theory: These general principles are;

- goals should be challenging but attainable;
- goals should be specific rather than vague
- employees should be involved in the process of setting their own goals; and
- goals should be measurable and clearly understood by employees.

2.4 Job Characteristics Model

The Job Characteristics Model (JCM) has been a main theoretical framework for understanding an employee's response to the primary dimensions of the job. The job characteristics model was introduced by Hackman and Oldham (1976).

It recognises that "certain aspects of the job are inherently motivating for most people and individuals may perceive and respond to the same stimuli differently" (Anthony, Perrewe & Kacmar, 1999: 306). They further discuss and say that employees are therefore motivated by the intrinsic satisfaction they develop from doing their jobs. If an employee find a certain aspect of his/her job interesting and enjoys performing that duty, this will lead to job fulfilment.

The principal job scopes of the model are skills variety, task identity, task significance, autonomy and feedback. The critical psychological states experienced include experiencing meaningfulness of work, experienced responsibility for outcomes and knowledge of the actual results of the work activities (Hackman & Oldham, 1976).

Included in the personal and work outcomes are high internal work motivation, high quality work performance, high satisfaction with work and low absenteeism and turnover (Hackman & Oldham, 1976).

The five core job characteristics are defined in the following terms (Spector, 1997):

- Task identity refers to the degree to which the job requires completion of a whole piece of work (Robbins, 2005). Employees can complete a task from beginning to end with a recognisable result.
- Task significance is the degree to which the job is important (Spector, 1997). This is determined by the impact the employee's work has on others within or outside the organisation.
- Skill variety refers to the degree to which employees are able to do a number of different tasks using many different skills, abilities and talents (Anthony *et al.*, 1999).
- Autonomy is defined as the freedom employees acquire to get their jobs done as they see fit (Spector, 1997: 33). This freedom or pleasure is related to things such as scheduling, prioritising and determining procedures for task completion (Anthony *et al.*, 1999).

- Feedback refers to the point to which the job offers evidence to employees regarding performance and work outcomes (Spector: 1997).

Robbins (2005) believes that the Job Characteristics Model has been well investigated and substantiation supports the overall idea that certain job characteristics have an influence on behavioural outcomes.

2.5 Sources of job satisfaction

When considering the theories presented above, it is clear that job satisfaction is a complex variable which is triggered by factors of the job atmosphere as well as dispositional features of an individual. These factors have been described as extrinsic, intrinsic and demographic variables which have an impact on job satisfaction (Buitendach & De Witte, 2005). The following are the extrinsic factors; pay, promotion opportunities, co-workers, supervision and recognition. The intrinsic factors are job or work itself, person – job fit and the demographic variables include personality, education, intelligence, and abilities, age and marital status (Mullins, 1999). According to Spector (1997) these factors work together to influence job satisfaction.

2.5.1 Extrinsic sources of job satisfaction

According to Herzberg (1959), hygiene needs are maintenance needs and may be similar to those fundamentals that provide a healthy environment. In the work environment they comprise of pay, security, good supervision, general working conditions and company policies. They are extrinsic to the job itself.

2.5.1.1 Pay

Robbins *et al.*, (2003) refers to pay as the amount of compensation received for a specific job. According to Luthans (1995: 127), wages and salaries are recognised as significant and complex multi predictors of job satisfaction.

Spector (1997) and Berkowitz (1987: 545), argue that the relationship between the level of pay and job satisfaction tends to be remarkably slight. They argue that pay in itself is not a strong factor influencing job satisfaction, whereas Berkowitz (1987: 545) records other considerations, besides the complete value of one's earnings impact attitudes towards satisfaction with pay.

Spector (1996: 226) emphasises that fairness of pay regulates pay satisfaction rather than the definite level of pay itself. He further argues that if an employee's reward is perceived to

be equitable when related to another person in a similar position, satisfaction might be the likely outcome. Employees who perform the same duties should be paid equally in order to avoid conflict which might lead to job dissatisfaction. Atchison (1999) believes that a rise in pay is a short-term stimulus and therefore, management has to look at other ways to increase the job satisfaction levels.

2.5.1.2 Opportunities for promotion

According to Friday & Friday (2003), promotion satisfaction evaluates employee's attitudes towards the organisation's promotion policies and practices. In addition to this Bajpai & Srivastava (2004) suggest that promotion offers employees with opportunities for personal growth, more responsibilities and also increased social status. Research specifies that employees who recognise that promotion are made in a reasonable and just manner are most expected to experience job satisfaction.

2.5.1.3 Supervision

According to Aamodt (2004) employees who appreciate working with their superiors will be more satisfied with their jobs. Satisfaction with superiors is associated to organisational and team commitment, which results to higher output, lower turnover and a greater willingness to assist (Aamodt, 2004). Luthans (1995) discusses three scopes of supervision that affect job satisfaction. The first dimension is about the degree to which managers are concerned with the welfare of their personnel. Research shows that employee satisfaction is better improved if the immediate supervisor gives full support to their personnel (Eagan & Kadshin, 2004; Robbins, 1989, as cited by Connolly & Myers, 2003).

The second dimension concerns the degree to which employees are involved in decisions that affect their jobs. Grasso (1994) & Malka (1989) found a positive affiliation between managerial behaviour that inspires involvement in decision-making and job satisfaction. Robbins (2003) supports this view and maintains that satisfaction is improved if the manager attends to employee's inputs.

A third aspect of supervision associated to job satisfaction is an employee's opinion of whether they matter to their supervisor and the organisation (Luthans, 1995).

2.5.1.4 Co-Workers

The degree to which associates are friendly, capable and helpful is another dimension that influences job satisfaction (Robbins *et al.*, 2003). Research shows that personnel who have supportive colleagues will be more satisfied with their jobs (Aamodt, 2004, Robbins 1989: 2005) since supportive co-workers serve as a source of support, security, advice and support to the individual worker (Luthans, 1995:127). If there is a good relationship, communication, support, encouragement and understanding between co-workers leads to job satisfaction and can limit the chances of turnover in the organisation.

Research has also shown that employees perceive the levels of satisfaction of other subordinates and then perfect these behaviours (Salancik & Pfeffer, 1997, as cited by Aamodt (2004). They believe that if an organisation's veteran employees are hard workers and communicate confidently about their jobs; new personnel will perfect this behaviour and become productive and satisfied. The opposite can also be true.

2.5.1.5 Working conditions

Working conditions are extrinsic factors that have an adequate influence on an employee's job satisfaction (Luthans, 1995). Working conditions state to such features as temperature, lighting, noise and ventilation. Employees are anxious with their work atmosphere for both individual comfort and for easing good job performance. Studies have proved that employees prefer physical surroundings that are secure, clean, comfortable and with a minimum standard of distraction (Robbins, 2005).

According to Spector (1997), research has revealed that employees who perceive high levels of restrictions in terms of their work environment tend to be dissatisfied with their work. There is however a disputing literature to the statement above on working conditions which states that most people do not give working conditions an excessive contract of thought unless they are exceptionally immoral (Luthans, 1995: 128). It is of importance for employers to provide a conducive and healthy working environment as it has a contributing factor to job satisfaction.

2.5.1.6 Fairness

The extent to which workers identify that they are being fairly treated is one factor related to job satisfaction (Aamodt, 2004). According to Johns (1996: 142) differentiates between distributive fairness and procedural fairness.

Distributive fairness is described as perceived fairness of the actual judgments made in an organisation. If workers perceive that conclusions are made in a reasonable manner, they are likely to express satisfaction with their jobs (Robbins, 2005).

Procedural fairness transpires when the procedures to regulate work outcomes/conclusions are perceived to be realistic. According to Johns (1996: 142) in his own words “procedural fairness is particularly relevant to outcomes such as performance evaluations, pay raises, promotions, lay-offs and work assignments, hence if the processes used to arrive at, for example, promotion decisions are perceived to be fair, this could lead to job satisfaction”. Aamodt (2004) states that the association between perceptions of justice and job satisfaction is very resilient, hence it is advisable that employers should be open about how conclusions are made and give feedback to workers who might not be happy with certain essential judgements.

2.5.2 Intrinsic factors related to job satisfaction

According to Herzberg (1959) in definition “motivator needs are higher order or growth needs, unique to humans and distinguishable from other animals”. He further argues that, these needs seem to be associated to some innate features of individuals that require them to look for challenge, stimulation and autonomy and are satisfied by things like responsible work, independence and recognition. These needs are fulfilled by things that are part of the work itself (intrinsic), rather than the context in which the work accomplished. According to Herzberg (1959), hygiene factors are responsible for dissatisfaction when they are lacking and can decrease dissatisfaction when they are present. He also theorises that when provided, motivators can concurrently increase job satisfaction and job motivation.

In the theory of motivation stated earlier in this chapter, Herzberg *et al.*, (1966) stated that intrinsic motivator factors have to do with achievement, meaningful work, opportunities for advancement, increased responsibility, recognition and opportunities for growth. These factors are viewed as being derived from the individual's relations with the job itself. Herzberg *et al.*, (1959) found seven working conditions which lead to job satisfaction for the majority of people. These conditions are: interesting and challenging work, a feeling of achievement and good relationship with immediate supervisor and other professionals, opportunities for friendship, advancement, security of employment and recognition. Intrinsic sources of job satisfaction are invisible; you cannot touch nor see but are felt from the inner part of a human being.

These conditions are regarded as intrinsic factors and meeting these expectations is vital to the attainment of high levels of job satisfaction (Herzberg *et al.*, 1959). Intrinsic factors of job satisfaction primarily come from within, personal and are basically longer lasting than the extrinsic sources (Atchison, 1999). These sources are intangible, such as employees feeling a sense of pride in their work as well as individual differences such as personality.

2.5.2.1 Job or the work itself

According to Luthans (1995), the content of the work done by employees is a major predictor of job satisfaction. Research done by Gately, (1997 as cited by Aamodt, 2004: 326) clearly states that personnel, who find their work exciting, are more satisfied and inspired than employees who do not enjoy their work.

Robinsons (2005) states that employees tend to favour jobs which bring them chances to apply their skills and abilities, offer them variety and freedom as well as jobs where they receive constant feedback on how they are progressing. It is of importance for managers to take inventive steps to make work more challenging in order to increase job satisfaction levels of employees.

Friday & Friday, (2003) support the argument above and further state that if a job is extremely inspiring, workers are likely to be satisfied with the job content and provide higher quality work, which in return could lead to lower standards of absenteeism. Fox (1994 as cited by Connolly and Myers, 2003: 152) states that “as workers become more removed from the ability to make meaning through work, the opportunity to experience job satisfaction becomes more difficult”.

2.5.2.2 Person - Job Match

According to Spector (1997), some investigation has attempted to investigate the interface between job and person factors in order to find out if certain types of individuals respond contrarily to different types of jobs. Edwards (1991, as cited by Spector 1997) reflects that there will be job satisfaction when features of the job are coordinated to the features of an individual. This perspective was examined in two ways by other research: (1) In terms of the fit between what organisations need and (2) what employees are looking for and what they are getting (Mumford, 1991 as cited by Mullins, 1999).

This is stated as the “discrepancy theory” of job satisfaction (Johns, 1996). According to Johns (1996); Spector (1997) “satisfaction is a function of the discrepancy between the job outcomes people want and the outcomes they perceive they obtain”.

Thus, the lesser the inconsistency, the advanced the job satisfaction should be. For example, if a person wants a job that involves interaction with the public but is office-bound; he/she will be dissatisfied with that characteristic of the job.

2.5.3 Demographic variables

2.5.3.1 Disposition/Personality

According to Robbins (1989: 51) personality is the sum of behaviours in which an individual responds and interrelates with others. Research reflects that some people are liable by virtue of their personality to be more or less satisfied regardless of the changes to their working conditions and other influences (Aamodt, 2004 & Johns, 1996).

Hawthorne studies initiate that certain people were repeatedly irritable about jobs (Spector: 1996). Despite what the researchers did, the participants established a purpose to complain. Participants conclude by saying that their dissatisfaction is a product of their character. A clarification to increase the general level of job satisfaction in an organisation is to employ applicants who show high levels of overall or satisfaction (Aamodt, 2004).

Schneider and Dachler (1978, as cited by Spector, 1996) also found that job satisfaction appeared steady over time and that it might be the result of personality traits. There is truth in this view that persons with a negative trend towards life would most likely counter negatively to their jobs even if their jobs changed (Atchison, 1999). The author stated that many organisations spend much time trying to change the mind-set of negative people into positive thinking. Personality is the way people think and perceive life in general; therefore for persons to adapt a positive thinking it has to come from within and will also be influenced by how they value life.

In these cases, the best institutes can do is to keep these individuals from affecting the other employees. On the other hand, people with a positive attitude towards life, would perhaps have a positive attitude towards their job as well (Atchison, 1999).

Findings by Aamodt (2004) on the personality-job satisfaction relationship are provocative and have been criticised, which means that more research must be done before such a firm conclusion can be drawn. Spector (1997) also indicated that most studies on the personality-job satisfaction relationship have only revealed that a relationship exists without offering much theoretical explanations. Research on job satisfaction has further identified certain people or demographic features which stimulates satisfaction in one way or another. This

includes comparing job satisfaction ratings based on demographic variables such as age, gender, marital status, job level, tenure and number of dependents (Loscocco, 1990).

2.5.3.2 Gender

Research by Loscocco (1990) indicated that women are entering the workforce in numbers and it is vital to recognize how men and women might vary with regard to job attitudes. There is a huge amount of evidence clarifying the gender-job satisfaction relationship. However, study in this regard has been unpredictable. Some literature reports that males are more satisfied than females; others recommend females are more satisfied and some have established no differences in satisfaction levels based on gender (Loscocco, 1990).

According to Spector (2000), most revisions have established only a few differences in satisfaction levels amongst males and females. Loscocco's (1990) research indicates that female employees reflect higher levels of job satisfaction than male employees across different settings. The research conducted illustrates that most women assess rewards that are readily available to them such as association with co-workers. This makes it very easy for them to experience job satisfaction whereas male employees are inspired by things like autonomy and financial rewards which are not readily available and might result in lower levels of job satisfaction.

A study by Alavi & Askaripur (2003) amongst 310 employees in government organisations, found no major difference between male and female employees. Carr and Human's (1988) exploration is consistent with this view. These authors investigated a sample of 224 employees at a textile plant in the Western Cape and found no substantial correlation between gender and satisfaction. Furthermore, Pors (2003) piloted a study including 411 Danish library managers from the United Kingdom and established that there is no overall difference in job satisfaction in relation to gender.

A possible explanation is offered by Tolbert and Moen (1998), who sustain that men and women attach value to different phases of the job. Therefore it makes it difficult to measure differences in job satisfaction based on gender.

A study explored by Okpara (2004) which involved 360 Information Technology managers in Nigeria, showed that female employees are less satisfied than their male colleagues more-especially with pay, promotion and supervision. According to Okpara (2004), this conclusion may be qualified to higher education levels of women in this sample. The author indicated that higher education levels increase expectations about status, pay and promotion and if these are not met, there is a high likelihood of lower levels of satisfaction. Another challenge

might be that in terms of the employment equity standards in South Africa, males hold higher positions than females and that influences pay as they are paid much higher than females. This might be a contributing factor to job dissatisfaction of females.

2.5.3.3 Age

Research reflects mixed confirmation on the impact of age on job satisfaction, most literature suggest a positive relationship, that is, older workers tend to be more satisfied with their jobs than younger workers (Okpara, 2004; Rhodes, 1983, as cited by Kacmar & Ferris, 1989; Saal & Knight, 1988).

Okpara (2004) explains the positive relationship between age and job satisfaction in that older employees are most likely to experience higher levels of satisfaction as they adjust to their work over the years. Older employees are also likely to become more satisfied due to the fact that prestige and confidence are likely to increase with age. When younger employees perceive themselves more mobile, they may pursue greener pastures, which could lead to lower levels of satisfaction (Okpara, 2004). Younger employees may experience lower satisfaction levels if they hold high expectations of their jobs (Okpara: 2004). Other studies differ from this view by stating that age does not significantly explain variance in job satisfaction levels (Alavi & Askaripur, 2003; Carr & Human, 1988; Kacmar & Ferris, 1989; Siu, 2002).

2.5.3.4 Tenure

According to Saal & Knight (1988), tenure is likely to influence job satisfaction. Bilgic, 1998 as cited by Okpara, 2004), Jones-Johnson & Johnson, 2000; Staw (1995) noticed a positive relationship between tenure and job satisfaction and argue that employees with more job knowledge are more satisfied associated to those with fewer years of experience. This positive relationship advances that employees settle into their jobs over period and this leads to an increase in organisational commitment and job satisfaction (Okpara, 2004). Robbins (1989) supports this declaration by maintaining that the duration an employee holds a job, the more they tend to be satisfied with the status quo.

On the other hand Lambert *et al.* (2001) propose a different view. They debate that there is an inverse association between tenure and job satisfaction, hence, longer tenured employees are less satisfied than those who have been in the organisation for shorter periods. They emphasised further on this statement by saying that employees who hold the same job over a long period might find their jobs boring and may experience lower levels of satisfaction. Alavi and Askaripur (2003) conducted research among 310 employees in

government organisations and found no substantial difference in job satisfaction amongst employees based on their years of service; therefore this regard is inconsistent in this regard.

2.5.3.5 Marital Status

According to Chambers, (1999); Loscocco (1990) and Robbins *et al.* (2003) married employees are more satisfied with their jobs than their un-married co-workers. Chambers (1999) argues that married employees experience increased job satisfaction with pay, work, supervision and co-worker subscales of the JDI. Robbins (1989) provides a proper explanation and says that marriage executes increased responsibilities which might make a stable job more appreciated, hence increasing job satisfaction. Job satisfaction of married employees can also be influenced with the fact that, if the family resides in one area or location it might be difficult for another partner to relocate as this may complicate things in the family whereas with a single person a move can be easy because there are no attachments.

Robbins *et al.* (2003) noticed that the available study only distinguishes between being single and married; therefore, he suggests further research on divorcees, couples who cohabit and the widowed as they have been disqualified from study.

A study by Alavi & Askaripur (2003) conveyed no substantial difference in job satisfaction and its five dimensions among single and married employees. Therefore this means academics are in disagreement with regard to the relationship between marital status and job satisfaction.

2.5.3.6 Number of dependants

According to Robbins (1989) there is substantial confirmation suggesting a positive association between the number of dependants and job satisfaction. He argues that the higher the number of dependants an associate has, the higher the job satisfaction is likely to be. In other words, this could mean that employees with more children are probably older and longer in their jobs. Long term service employees might have adapted to their work situations, hence the increase in job satisfaction.

Alavi and Askaripur (2003) conducted a study amongst employees in government organisations and stated no statistically substantial association between the number of dependants and job satisfaction. Therefore there is a limited research in this era.

2.5.3.7 Job Level

According to Mowday, Porter & Steers (1982); Saal & Knight (1988) people who hold advanced level jobs are more satisfied than those who hold lower level positions. Other academics also found support for a positive relationship between job level and satisfaction. Smither (1998) argues that job satisfaction tends to be lower among employees in jobs characterised by dangerous conditions, of which in most cases these jobs are normally of a lower level nature. Furthermore, Miles, Patrick & King (1996) found that job level moderates the communication-job satisfaction relationship. According to Saal & Knight, (1988), there is a possibility that more challenging complex nature of higher-level jobs lead to higher job satisfaction. For example, workers in professional and managerial jobs are normally paid extra, have better promotion prospects, autonomy and responsibility which might also escalate the levels of job satisfaction. Therefore the above mentioned statement suggests that job level is a dependable predictor of job satisfaction, more specifically there is greater levels of satisfaction to employees in higher levels than those in lower levels.

2.5.4 Consequences of job satisfaction

According to Robbins *et al.* (2003) satisfaction on the job impacts many other organisational variables. These include variables such as performance or turnover, non-work and personal variables such as life satisfaction and health. The potential effect of job satisfaction on different variables is briefly discussed on the next section.

2.5.4.1 Productivity

According to Robbins *et al.* (2003) manager's interest in job satisfaction tend to centre on its effect on employees performance and productivity. There is a theory that, satisfied employees should be productive employees. The research also supports this assumption and further states that, job satisfaction has a positive effect on productivity (Cranny *et al.*, 1992; Kreitner & Kinicki, 2001; Robbins, 2005; Spector, 1997).

Other research does not fully agree with the statements above and further says some employees who are satisfied with work are poor performers, conversely, there might be employees who are not satisfied, but who are outstanding performers (Gibson *et al.*, 1997). In all, job satisfaction depends on how individuals measure the aspects of their jobs and the conclusions they get thereof. Productivity might also be influenced by the conclusion employees get after measuring the job content and the interest they have towards performing their jobs.

According to Robbins (2005) productivity can lead to satisfaction than the other way around. He strongly believes that if employees do a noble job (productivity), they will automatically feel good about it. In addition, higher productivity could result to an escalation in rewards, pay level and promotion, which are all sources of job satisfaction therefore, the degree to which a person identifies with an organisation and is devoted to its goals.

2.5.4.2 Withdrawal behaviours

Many studies agree that people who dislike their jobs will avoid them. This is stated to as withdrawal, which refers to behaviours by which employees eliminate themselves from the working environment, either temporarily or permanently (Saal & Knight: 1988). Withdrawal behaviours have been extensively considered in job satisfaction studies. There are three forms of withdrawal behaviour which are related to satisfaction, namely: turnover, lateness and absenteeism. Lateness and absenteeism are known to be antecedent behaviours to voluntary turnover.

2.5.4.2.1 Lateness and absenteeism

The two dimensions such as absenteeism and lateness are named as withdrawal behaviours and have been studied by work psychologists. Various authors have defined absenteeism as the "failure to report for scheduled work" (Johns 1995:1) or "an individual's lack of physical presence at a given location and time when there is a social expectation for him or her to be there" (Martocchio & Harrison, 1993: 259).

Lateness is defined as the "the tendency of an employee to arrive at work after the scheduled starting time" (Adler & Golan 1981: 544). The connection between the three kinds of withdrawal behaviours have been of concern to researchers. In particular, the progression perspective that withdrawal will progress from minor, less salient acts, such as occasional lateness, to more salient acts such as absence and finally turnover has gained importance (Johns, 1995: 1). These withdrawal behaviors are a threat to organisational success and can lead to the closure of the company.

2.5.4.2.2 Labour turnover

Turnover is defined as the termination of an employee's membership in an organisation (Gomez–Mejia *et al.*, 2001: 200). Labour turnover can be categorised into two main types: voluntary and involuntary turnover. According to Newstrom & Davids (1997: 262) involuntary turnover denotes to a state where an employee's appointment is concluded against his/her will, while voluntary turnover is where an employee willingly dismisses his/her employment.

Staw (1980: 253) specifies that turnover can have numerous negative or dysfunctional consequences, especially if the turnover rate is high.

When people quit their jobs, valuable human resource is lost. Dysfunctional consequences of turnover can comprise the expenses of recruiting, selecting, training and productivity losses caused by any operational interference as well and low morale (Gomez–Mejia *et al.*, 2001: 200)

3. TURNOVER

Turnover intention is defined as an intention of voluntary separation of an individual from an organisation (Price & Mueller, 1986 in Cohen & Golan, 2007: 416). The intention to turnover is the last part in a sequence of withdrawal cognition, and an intermediary between evaluations that are related to the decision to leave and the actual turnover in process models of turnover. Job dissatisfaction is a strong predictor of intentions to quit.

If job satisfaction is sufficiently low, the employee could develop a behavioural intention to quit the job (Appelbaum *et al.*, 2003; Chen *et al.*, 2004; Freund, 2005). The intention may lead to job search activities, which if effective may lead to turnover (Spector, 1997). This is a detrimental factor to the organisation as it incurs significant costs that hamper productivity.

Due to the fact that turnover intention leads to actual turnover, some researchers refer to turnover intention as the immediate antecedent or the mediator of actual turnover (Schwepker, 1999; Egan *et al.*, 2004; Layne, Hohenshil & Singh, 2004; Huffman, Adler, Dolan, & Castro, 2005). Other researchers see it as a sign of organisational malfunctioning (Vigoda-Gadot & Ben-Zion, 2004) or an indicator of organisational ineffectiveness (Larrabee *et al.*, 2003). In research, turnover intention had been used as a useful surrogate measure of actual turnover (Firth, Mellor, Moore & Loquet, 2004; Byrne, 2005; Knudsen, Ducharme, & Roman, 2006).

Francesco (2002: 285) maintains that turnover intention is often measured instead of actual turnover because according to the general theory of planned behavior, behavioural intention is a good forecaster of definite behavior. In particular, previous studies have positively confirmed that behavioural intention to leave is steadily correlated with turnover (Mobley *et al.*, 1978 & Newman, 1974). Factors such as job dissatisfaction, organisation mis-fit, job mobility, working environment, organisational culture and lack of value-goal congruence triggers turnover and intentions to leave. Increasing job satisfaction and organisational commitment are good strategies for reducing turnover intention (Cohen & Golan; 2007: 1).

Mobley (1977) argues that, leaving the organisation is the next coherent step after experienced dissatisfaction and that of turnover intentions, refer to a diagram illustrated below. According to Wanous (1979), the motive for job dissolution was also solicited from both the employee and employer and is categorised as either voluntary or involuntary. Turnover intention is a tendency, for example if there is turnover intention tendency in an organisation, therefore the company must find out the problems. Turnover intentions or intentions to leave a job are seen to be the best predictors of actual turnover (Griffeth *et al.*, 2000).

There are other factors that may lead to employees experiencing turnover intention which are job satisfaction, organisation commitment, environments, etc. According to Bauer *et al.* (1998), intentions are important outcomes of socialisation. Therefore, if employees intend to leave the organisation it means the organisation did not meet their demands.

3.1 Components of turnover intention

The review of the literature shows that turnover intention is defined as employee's willingness or attempts to leave the current workplace voluntarily (Sablinski, Lee, Mitchell, Burton & Holtom, 2002; Vigoda-Gadot & Ben-Zion, 2004). The literature review also indicates that turnover intention is a multi-stage process entailing of three components which are psychological, cognitive and behavioural in nature (Takase, 2009: 4). Various forms of adjectives and adverbs were also used to characterise the intensity of turnover intention.

3.1.1 Psychological

Turnover intention is seen as a psychological response to negative aspects of organisation's or jobs (Chiu *et al.*, 2005 & Susskind, 2007). Psychological responses were believed to trigger employee's emotional and attitudinal withdrawal reactions. These emotions and attitudes included frustration and dissatisfaction with organisations (Houkes *et al.*, 2003; Vigoda-Gadot & Ben-Zion, 2004). Moreover, they included an affectively neutral form of organisational attachment (McDuff & Mueller, 2000) and employees evaluation of future organisational commitment (Sturges & Guest, 2001; Robison & Pillmer, 2007). Overall, the psychological component of turnover intention was seen as the starting point of the multi-stage turnover reaction (Takase, 2009: 4).

3.1.2 Cognitive

According to Chang, Du & Huang (2006) the psychological component is seen as the starting point of turnover intention while the cognitive component is seen as the core of turnover intention. Many researchers characterise turnover intention as a cognitive manifestation of the decision to leave, hence the term was used interchangeably with withdrawal cognition (De Coninck & Stilwell, 2004). In other words, turnover intention is also defined as the final cognitive step leading to actual turnover (Bigliardi, Petroni & Dormio, 2005; Hang-yue, Foley & Loi, 2005; Lambert, Hogan & Barton, 2001).

The cognitive component of turnover intention has two subcomponents, namely; the “intention”, and the verb “to” immediately following after the word intention. In some literature, the “intention” is interpreted as a desire (Harris *et al.*, 2005 & Susskind, 2007) or thought (Dick *et al.*, 2004; Chiu, Chien, Lin & Hsiao, 2005; Castle, Engberg, Anderson, & Men, 2007) which could activate behaviours leading to turnover. Intentions are considered hypothetical in nature (Allen, Weeks & Moffitt, 2005). In other literature, “intention” had stronger connotations. For example, “intention” was thought of as a decision or a plan to leave the current position.

3.1.3 Behavioural

Another component that formed the core of the process of turnover intention was withdrawal behaviour. As in the intention to of the cognitive component, withdrawal behaviours were also categorised into two groups: withdrawal from the current job, and actions oriented to future opportunities (Takase, 2009: 5). The manifestations of withdrawing from jobs were behavioural and/or verbal. The behavioural manifestations included employees daydreaming during work (Chiu *et al.*, 2005 & Susskind, 2007), being less enthusiastic at work (Cohen & Francesco, 2000), coming in late (Harris, Kacmar, & Witt, 2005) and being absent from work (Krausz, Koslowsky & Eiser, 1998). The verbal manifestation consisted of stated or expressed intentions to leave jobs (Freund, 2005). The future-oriented behaviours comprising the facets of turnover intention were the actualisation of employees’ cognitive intentions (Takase, 2009: 5).

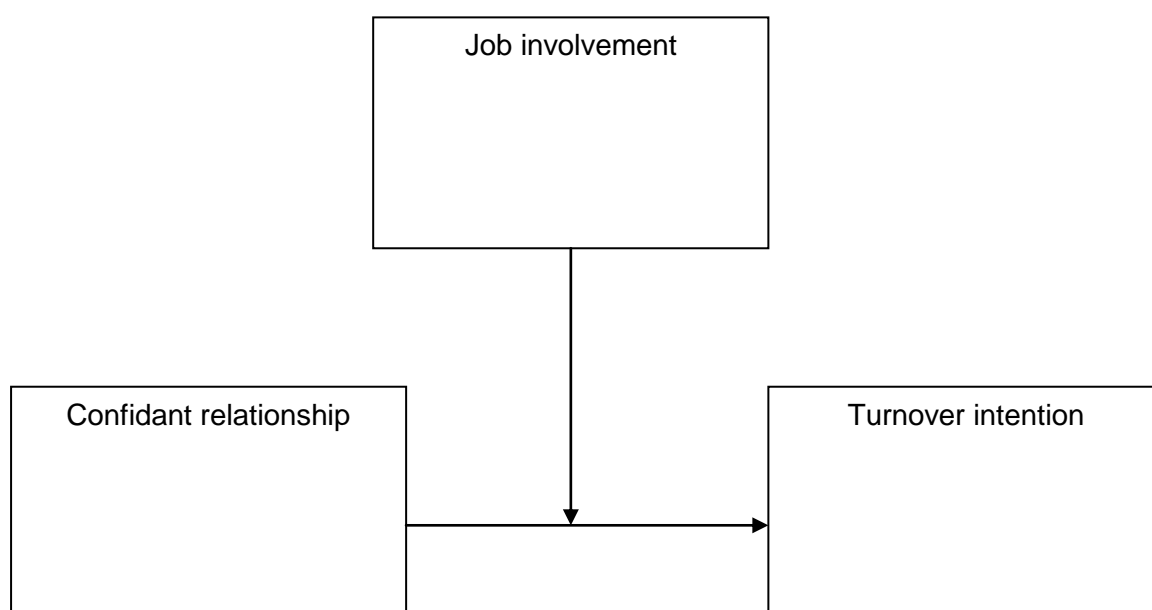
These behaviours were operationalised as the actual job search (Brough & Frame, 2004; Maude & Manias, 2005 & Castle *et al.*, 2007) and willingness to take an alternative job when available (Geurts *et al.*, 2007). These behaviours were often operationalised to explore employee’s turnover intention (Takase, 2009: 5).

3.2 Antecedents of turnover

3.2.1 Job involvement

Job involvement influences turnover intention. According to Brooks & Edward (2006), the greater a person's influences to an organisation and community, the more likely he/she remains in the organisation. It is argued that, if employees prioritise on their work, it is unlikely for them to give up easily as they would think that working is an important part in their life, this argument is illustrated in Figure 2 below, named as the withdrawal decision process by Mobley (1977).

Figure 2: THE WITHDRAWAL DECISION PROCESS (Mobley, 1977)



Mobley's (1977) withdrawal decision process states that employees feel unsatisfied and then produce turnover intention. Thus, the effect of the confidant relationship (person's connection to an organisation) will be negatively associated to turnover intention. The effect of person's connection to the organisation is reflected by his commitment in the job.

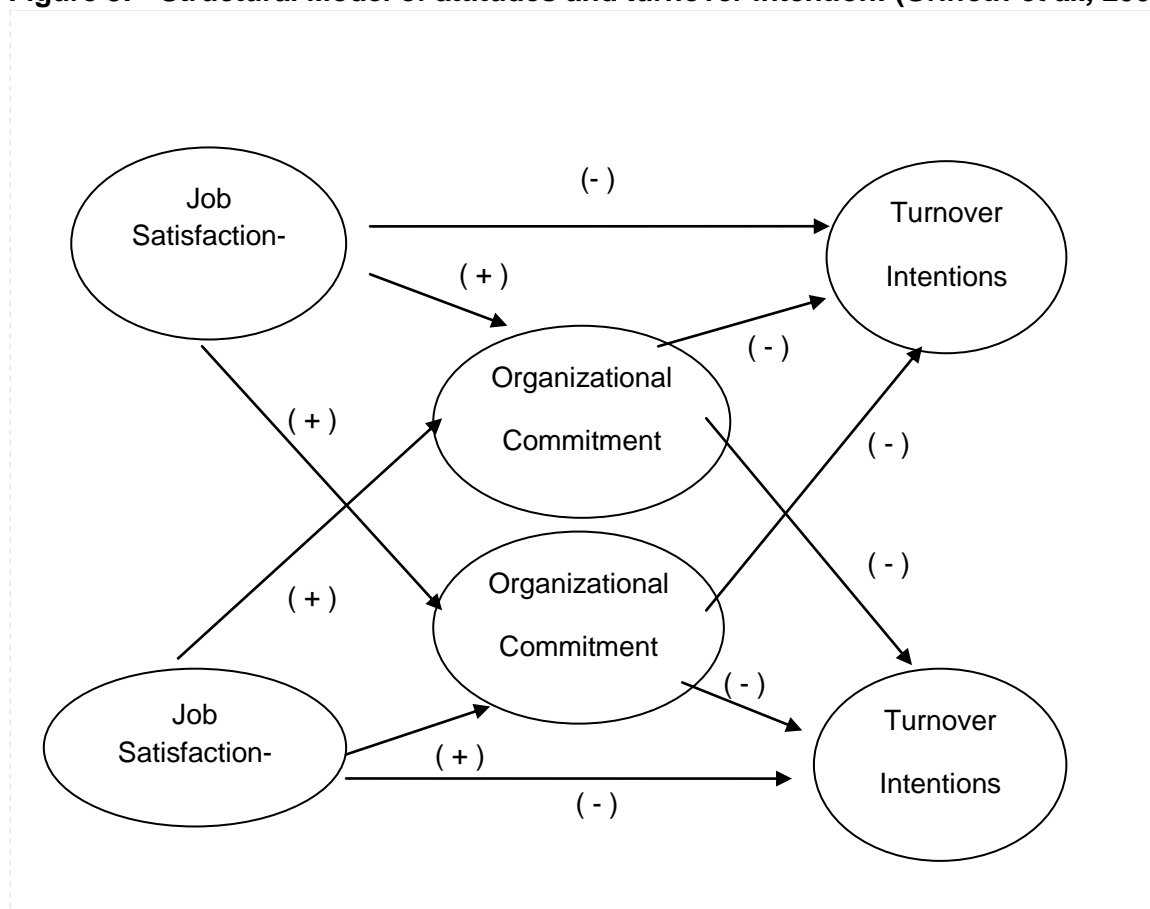
It is further stated that employees, employers and work are webs. The bigger the number of links between the person and the web, the more expected an employee will stay in a job (Mitchell *et al*, 2001). When employees get involved in their job, they perform well and do not want to leave the organisation. Employees, who do not get involved their job, become poor performers.

Lodahl & Kejner (1965) suggest that the more employees get involved in their job, the less interested they are in doing non-working activities. Job involvement represents a person's psychological identification with the job (Lodahl & Kejner, 1965); job is a part of life. For this reason, employees who get involved in their jobs do not pay attention to the way they are treated by their leaders; they only care about their job performance and work schedule. The diagram above states that, in the confidant relationship or person connections to an organisation, leaders treat confidants and non-confidants differently and make the less important contribute to higher levels of turnover intention. However, when non-confidants (less important employees) are involved in their job to a larger extent, they may reduce turnover intention.

Thus, when employees aren't confidants, the more they get involved in their job, the less negative the relationship between confidant relationship and turnover intention. The intimacy element appears to be at the core of many loving relationships (Sternberg & Grajek, 1984) such as the relationship between leaders and confidants. Leaders treat confidants very well and confidants also feel they play important role to impress their leaders. Therefore, leaders and confidants treat each other fairly. High-involvement work practices will enhance employee retention (Huselid, 1995). Employees who are devoted in their jobs will also get attached to the organisation. The more they get devoted in their jobs, the more positive relationship between confidants and less turnover intention.

3.2.2 Structural model of attitudes and turnover intention: (Griffeth *et al.*, 2000)

Literature has stated that job satisfaction is negatively associated to turnover intention (Currivan, 1999; Griffeth, Horn & Gaertner, 2000). Figure 3 illustrated below is a diagram reflecting a direct path between job satisfaction and turnover intention.

Figure 3: Structural Model of attitudes and turnover intention: (Griffeth *et al.*, 2000)

According to the diagram above, satisfaction with aspects of the job will be negatively related to intention to quit and dissatisfaction will be strongly related to turnover. Organisational commitment predicts turnover better than job satisfaction (Griffeth *et al.*, 2000). These answers suggest that job satisfaction may be a more distal effect upon turnover intentions than organisational commitment.

According to the diagram illustrated above, the structural model suggests that job satisfaction is a predecessor to organisational commitment which is turnover intention's antecedent. It is also illustrated that, job satisfaction has a negative relationship with turnover intention.

The diagram above further states that, job satisfaction has a positive relationship with organisational commitment. If people are satisfied at work, it will have a positive influence on organisational commitment and decrease the chances of employees intending to leave. If employees are dissatisfied at work, it will have a positive influence on turnover intention and negative influence with organisational commitment (Griffeth *et al.*, 2000).

There is also a reverse statement by Vandenberg & Lance (1992) which says organisational commitment is an antecedent to job satisfaction. Substantial to the antecedents listed above, there are additional factors that have a huge impact in influencing and contributing to turnover, and they are:

3.2.3 The external business environment

The external business environment element, such as unemployment rate, job search and compared alternatives, has a huge impact in contributing to turnover. The environmental factors such as local labour markets have a major impact on labour turnover. This discussion suggests that if the economic, social and political environment is not favourable, the company can seize its operations which could lead to the detrimental factors stated above.

3.2.4 Job satisfaction and job avoidance

Job satisfaction elements such as career development and job avoidance are contributing factors to turnover (Hom and Kinicki, 2001). According to Hom and Kinicki (2001) employees perform withdrawal acts such as reducing work output and productivity; participating in group activities or absenteeism; do not contribute to labour development which could lead to adjustments and job frustrations.

Supervisors and management may discipline employees who express dissatisfaction by being late or absent, which intensifies their hostility and pushes them along the withdrawal path (Hom and Kinicki, 2001). Withdrawal of employees from their employment or job avoidance is both relevant and of significant concern to worker's compensation systems. If employees are dissatisfied with their employment and work prior to their injury, the injury itself may be a catalyst to job avoidance and withdrawal from their employment (Hom and Kinicki, 2001).

3.2.5 Job satisfaction

Research has been showing a consistent relationship between job satisfaction and turnover (Spector, 1997). Employees with low satisfaction are therefore more likely to quit their jobs. According to Luthans (1995, 129) "high job satisfaction will not, in and of itself, keep turnover low, but it does seem to help". Furthermore, if there is considerable job dissatisfaction, the likelihood of turnover is very high. It is advisable and important to manage job satisfaction levels as it might trigger turnover and turnover intentions.

According to Cohen & Golan (2007: 416) job satisfaction is a major contributor to turnover. They believe that, if employees are not satisfied at work, this leads to turnover. Turnover is very costly and leads to lower productivity. Both of these items have important implications for the effectiveness of the organisation. It is also argued that, if the environment is not conducive for work this might lead to turnover intention. Rhodes and Steers (1978) named job attitudes as a fundamental place in their model. They predicted that, the effects of other job related and organisational variables on absence would work their way through job satisfaction. They also revealed that people who displease their jobs will try to find another work, versus people who like their jobs, who would prefer to stay with the same employer.

3.2.6 Health problems

Harrison, Mortocchio & Sagie (1998) state that health problems are specified as another detrimental factor which may lead to turnover. Negative perception of one's health is related to higher absenteeism which may lead to turnover. If an employee is incapacitated or may feel that he/she cannot continue with her or his work, he/she may decide to leave the organisation. If an employee feels that the environment is not conducive for work due to exposure on injuries on duty such as disability and incapacity and therefore; an employee might intend to leave the organisation. If management does not comply with Occupational Health and Safety Act (85 of 1993) and Compensation for Occupational Injuries and Diseases Act (130 of 1993) this might lead to unhealthy and unsafe working conditions which could prove to be hazardous to the workforce.

3.2.7 Commitment forms versus withdrawal

Work attitude is considered to be another factor that leads to withdrawal behaviour (Appelbaum *et al.*, 2003). Organisational commitment is related to turnover intention as some individuals may dislike the jobs they are doing. According to Chiu *et al.* (2001: 288) employees who experience positive feelings show higher commitment to organisation and less desire to leave the organisation. An employee who is matched and placed adequately should be less likely to quit the job. However, some other researchers such as Baron, 1991 and Judge, 1993 in Chiu *et al.* (2001: 286) argue that, individuals who are dissatisfied with their jobs are still likely to leave the organisation.

3.2.8 Prior absenteeism as a contributing factor to turnover

Employees who leave the organisation are related with higher levels of absence before they quit their jobs than those who did not leave (Mitra *et al.*, 1992, in Cohen & Golan; 1992: 419).

Absence is an occurrence that can decrease an organisation's success (Spector, 1997). Theories of absence hypothesise that job satisfaction plays a major role in an employee's decision to be absent (Spector, 1997). Previous research shows a constant negative affiliation between satisfaction and absenteeism even though the relationship is not very high (Robbins, 1989 & Spector, 1989). Literature also shows an employee who is not happy at work will most likely be absent. In South Africa, absenteeism in the workplace is getting accumulative response and organisations are taking a closer look at the costs of absenteeism and challenges such as employee loyalty and commitment (Du Plessis, Visser & Fourie, 2003). The estimates show that about 5% of the South African labor force is not always present and this figure is as high as 18% in certain businesses (Vaida, 2005).

A research piloted by Occupational Care South Africa has discovered that South African companies are losing millions of rands a year due to absenteeism in the workplace. According to Robbins *et al.* (2003), South African managers consider absenteeism their most challenge. If absenteeism is not managed and controlled it can "spread like an epidemic, creating a range of disciplinary problems for organisations" (Hoque & Islam, 2003: 19). The main challenge is that many workers believe sick leave is a "benefit" like annual leave and they are eligible to take it, despite their health. This poses the implications to organisations as it is challenging for an organisation to run smoothly if employees fail to report for duty. According to Robbins *et al.* (2003), it is good to have sick leave programmes at work, for example providing paid sick leave, can lead the wrong behaviour, which is absence from work. The authors argue that organisations should rather reward employees for attendance, not for being absent. Moreover, it is vital to communicate the importance of good attendance and its benefits to workers (Bydawell, 2000). Employees needs to be taught about sick leave benefit so that they can understand the purpose behind it and the impact it does to the organisation even though it is a good programme that needs to be utilised effectively and not abused.

It is however highly unlikely for organisations to totally eliminate absenteeism. Ericson (2001) maintains that organisations should find ways that can accommodate the needs of their diverse workforce in order to attract and retain the best employees. According to the

author “if people were only absent from their jobs when they needed to be, such as for family commitments or when they are truly ill, absenteeism would not be the major problem that it is today” (Ericson, 2001: 91). However, absenteeism is the issue which requires a multi-pronged approach. It becomes evident that absenteeism remains an intimidating task for many organisations and should be managed, starting with an understanding of the causes.

Authors such as McBey & Karakowsky (2001) & Hayes *et al.* (2006) agree that, age is one of the most studied demographic factors which lead to absenteeism and turnover. They maintain that older workers will show a lower absence rate because of a better person-organisation fit that emerges over a certain period. They conclude by saying, age is expected to relate to turnover in the same way and for the same reason. Veterans have investment in the company, for example, pension funds so they are anticipated to stay as they have more to lose from voluntary turnover (Becker, 1960 in Cohen & Golan, 1992: 419).

The clothing industry is dominated mostly by women and they have traditional commitments to take care of besides work. These commitments are contributing factors to their absence as they have to take care of their families because this is a traditional responsibility which is taken into consideration. Married women might exhibit to higher levels of absenteeism and increased turnover because of their family commitments (Borda & Norman, 1997 in Cohen & Golan, 1992: 419).

It is stated that turnover results in high costs of the company’s administration and adds tension to other employees as work overload becomes higher. Turnover can be detrimental to the quality of work due to lack of staff and the remaining staff working under pressure.

Turnover is termed withdrawal behaviour as it involves withdrawal from work, (Borda & Norman in Cohen & Golan, 2007: 418). This behaviour is the result of employees leaving their dissatisfying jobs by living the job permanently, either absent from work or coming in late.

3.3 Consequences of turnover intention

A number of studies have examined the antecedents of turnover intention but only a slight number of studies discovered its consequences. The studies discovered that turnover intention had an impact on future turnover intention and actual turnover. For instance, studies showed that the intensity of the initial turnover intention was positively correlated to subsequent turnover intention measured 4 months by (Brough & Frame, 2004) and 2 years later by (Blau, Ward-Cook & Edgar, 2006). Studies also showed that turnover intention was

positively related to actual turnover, 6 months by (Huffman *et al.*, 2005), 12 months by (Allen *et al.*, 2005) and 18 months by (Alexander *et al.*, 1998) after the initial turnover intention was measured. A study by Crossley *et al.*, (2007), however, found that turnover intention measured in the previous 12 months was not related to actual turnover.

3.4 The relationship between the antecedents, attributes, and the consequences of turnover intention.

The literature review has disclosed the complex nature of turnover intention, its antecedents, and the consequences. The following relationship is illustrated in the diagram formulated below, (See Fig. 4 below).

Figure 4: The relationships between the antecedents, attributes and the consequences of turnover intention (Takase, 2009).

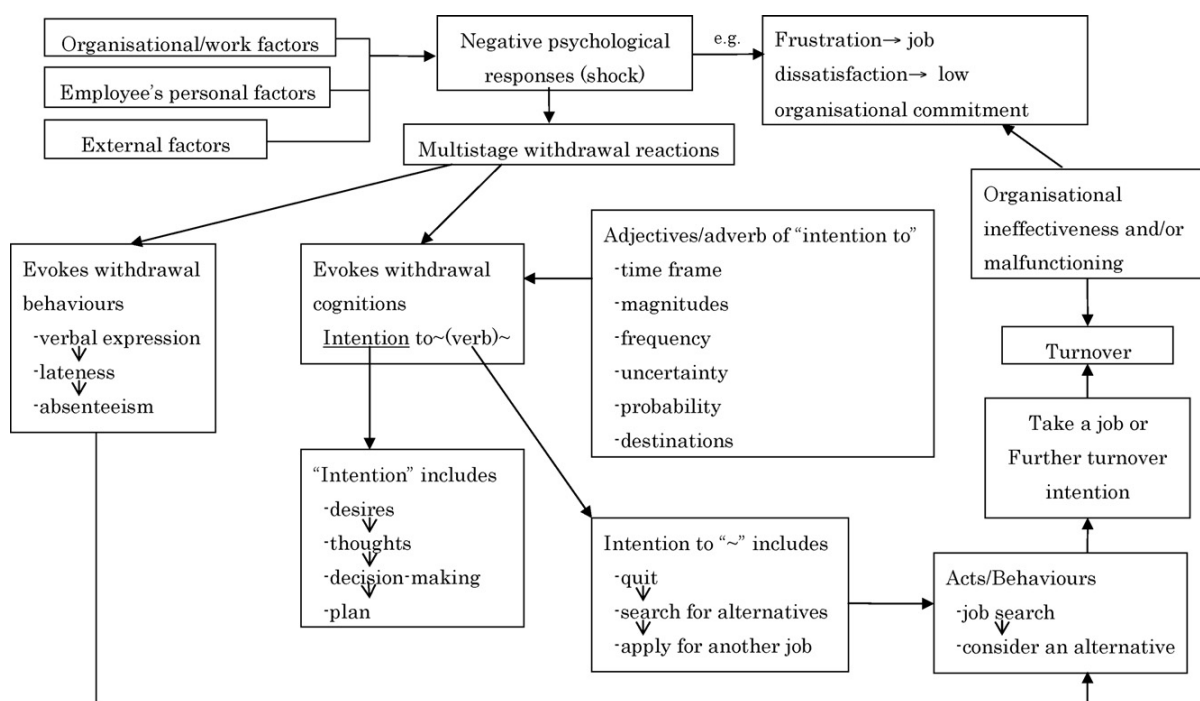


Figure 4 shows that turnover intention can be triggered by the employees' appraisal of their organisational and work factors. Employees appraisal can be affected by employees' personal dispositions, for example; demographic factors, value system, etc. and/or external factors such as family issues and the availability of other compatible jobs (Takase, 2009: 7). Psychological responses manifest employees' appraisal of their work. If the results of the appraisal are negative, psychological responses such as frustration with work may occur and this may lead to job dissatisfaction. Job dissatisfaction and low organisational commitment may initiate cognitive and behavioural withdrawal processes which may be initiated by the

negative psychological responses. In this regard, the psychological response can be viewed as the mediator between turnover intention and its antecedents (Takase, 2009: 7).

The cognitive withdrawal process shown above consist of “intention” and the following verb, “to”. The intention is described as a progressive determination to conduct certain acts, ranging from mere desire, to serious thoughts, decision-making and actual planning. These types of intentions are, in turn, directed toward leaving the current job, searching for alternatives and applying for new positions. In addition, the whole cognitive withdrawal process can be moderated by the intensity of intention to as described by the adjectives and adverbs shown in Figure: 4.

Parallel to the cognitive process, a behavioural withdrawal process can occur. This process may begin with employee’s expression of intending to leave the job, which may lead to job lateness and absenteeism, which are the manifestations of decreased organisational commitment of employees (Takase, 2009: 8). These behaviours may continue until employees take a solid decision to leave. Once the decision has been made, employees start searching for alternative jobs. Finally, when an employee considers the alternative job then the process of turnover intention will be terminated. Then, the employees will take a new job and leave the current one. If a suitable alternative is not found, employees may still withdraw from their jobs psychologically, and develop further turnover intentions (Takase, 2009: 8).

Either way, turnover intention is detrimental to organisational functioning. A study by Wheeler (2007) scrutinised the association between the person organisation fit, job satisfaction, perceived job mobility and intent to turnover. It is stated that, high job dissatisfaction and high perceived job mobility predict intent to turnover. They emphasise by saying, if there is poor person-organisation fit it leads to poor job satisfaction which results to turnover. Job dissatisfaction can result in turnover, a dissatisfied employee might look for alternative employment from other recruiters. Person-organisation misfit can lead to turnover as an individual may look for a better opportunity and a company that will better suit the desired needs. Another factor which may lead to turnover is when an individual compares his current job with the alternative and perceives that job as better than the current one; he might end up leaving the organisation.

This decision process affect to turnover intention as it is stated that poor person organisation fit leads to poor job satisfaction which results to turnover (Lee & Mitchell, 1994). Other additional factors like dramatic events for an example if an employee is experiencing

personal issues that are job related with the employer, this may lead to an individual searching for another job and this triggers turnover intention. The theory of job satisfaction and perceived job alternatives leads to turnover; this statement is supported by authors such as (Hulin *et al.*, 1985 in Wheeler, 2007: 205). They also agree with the relationship of person-organisation fit, job satisfaction and intent to turnover. This research is theoretically grounded in Framework, named as attraction - selection attraction (ASA) Framework Schneider (1987). This view defines how individuals and organisation are differently enticed to each other. If an employee and organisation share mutual attraction, they will select each other in a form of job offer and job acceptance.

This statement illustrates that, if an employee or organisation remains mutually attracted, they will remain with each other. In other words, this means if an employee or organisation has lost interest in each other, they will part their ways, which means an employee will leave the organisation through voluntary or involuntary means.

3.5 The relationship between turnover intention, job satisfaction and job mobility

Job satisfaction and perceptions of job mobility lead to turnover intention. Person and organisation match and intent to turnover is assumed in Person organisation match research, whereas empirical studies show a weak relationship between the two (Kristof-Brown *et al.*, 2005; Verquer *et al.*, 2003 in Wheeler 2007: 207). Job mobility is a key moderating variable between causes of misfit and the decision to turnover. The standard turnover variable of job mobility moderates the relationship between job dissatisfaction and intent to turnover (Wheeler, 2007: 207).

He concluded by saying, should an employee experience job dissatisfaction, either through an organisationally induced shock that causes assessment of personal organisational match or through gradual affective decreases, the probability of an employee quitting depends on the perception of job availability. Therefore job mobility moderates the relationship between job satisfaction and intent to turnover.

When an employee is not fit for purpose it leads to job dissatisfaction which drives the employee to look for other job opportunities. If there is no alternative, the employee will remain with the same organisation but remain dissatisfied if he/she did not decide to quit. This statement shows the relationship between job mobility, job satisfaction and intent to turnover. Job dissatisfaction leads to turnover and job mobility can limit a dissatisfied employee's intentions to turnover.

3.6 Conclusion

Employers should keep employees satisfied at work. Satisfied employees lead to higher levels of productivity, less absenteeism and higher job satisfaction. Employers should provide a conducive working environment where their employees would feel welcomed when they are involved in decision making. When employees are satisfied at work, the employer organisation or employers enjoy the greater stability at workplace, smoother and conducive working environment is created. Consequently, there is an advancement of economic development, social justice, labour peace and democratisation of the workplace is promoted. The spirit of collective agreement will be borne by the mutual labour relationship and thereby, the code of good conduct and practice and compliance would be fruitful to both parties for the increased productivity and the levels of turnover in the organisation.

CHAPTER THREE RESEARCH METHODOLOGY

3.1 INTRODUCTION

The literature review provided a theoretical foundation on job satisfaction and turnover intention. This chapter covers the research approach and methodology used in the present study. It describes the research methods applied in this study, the survey questionnaire through which data was collected, and the administration thereof. The final section of this chapter describes the data analysis methods used in this study. As mentioned in chapter one, the aim of this research is to investigate the factors that contribute to voluntary turnover at a selected clothing manufacturing company in Cape Town. Research suggests that job satisfaction, poor working conditions and perceptions of job mobility are correlates of voluntary turnover. A survey instrument was utilised to measure levels of job satisfaction, perceived job mobility and turnover intention. Variables such as age, gender and marital status, number of children, highest qualifications, job title, employment status, length of service and length of service in the position are also included in the survey.

The research has employed a quantitative methodology in the form of a self-administered, pen and paper questionnaire. This approach is deemed most appropriate in the context of the present study. The sample is inclusive of all employees working for the selected clothing company. Management and executives are excluded in this survey.

3.2 RESEARCH DESIGN

The research design employs a quantitative methodology in the form of a self-administered, pen and paper based questionnaire. According to Kruger (2003) in his own words "quantitative research is a systematic approach to investigations during which numerical data is collected and/or the researcher transforms what is collected or observed into numerical data. It often describes a situation or event answering the 'what' and 'how many' questions you may have about something".

3.2.1 Advantages and disadvantages of the questionnaires

This research involves measuring or counting attributes (i.e. quantities), explores people's feelings and attitudes, giving the researcher an insight of understanding about how the respondents feel about things, how they express their views and provide different opinions. It allows for a wider research, which involves a huge number of subjects and enhancing the generalisation of the results. The quantitative technique can allow for greater objectivity and accuracy of outcomes. Normally, quantitative approach intends to provide outlines of information that support generalisations about the occurrence under study. In order to attain

this, quantitative study normally comprises of few variables and in many instances uses prescribed procedures to ensure validity and reliability. Kruger, 2003 confirms that 'quantitative' methods allow us to summarise huge sources of information and facilitate comparisons across categories and over time. Personal bias can be avoided by researchers by keeping a 'distance' from participating subjects and using subjects unknown to them.

But, quantitative research also carries a number of disadvantages, Kruger, 2003 states that quantitative research collects a much narrower and sometimes superficial dataset. This means that the quantitative study is not broad and sometimes the researcher might miss some of the important information that can assist in the research. These limited results provide numerical descriptions rather than a detailed narrative and normally provide less elaborate accounts of human perception. This research is frequently carried out in an unnatural, artificial environment so that a level of control can be applied to the exercise. The level of control might not normally be in place in the physical world yielding laboratory results as opposed to real world results. In conclusion, current answers will not necessarily show how people actually feel about a subject and in some areas might just be the closest match. The formulation of standard questions by researchers can lead to 'structural' bias and false representation, where the information actually reflects the view of them instead of the participating subject.

3.3 QUESTIONNAIRE ADMINISTRATION

Permission to conduct the research was requested from the supervisor at the selected clothing company in a telephonic conversation and an electronic letter was forwarded to the selected clothing company. In October 2008, a meeting was set between the human resource manager, the shop steward of the selected clothing company, the researcher and the university supervisor. An agreement to conduct the research in the company was reached at the meeting. A letter of approval following the meeting was e-mailed to the researcher so as to give the permission to conduct the research at the company.

The survey questionnaire (refer to Appendix B for a copy of the questionnaire) was reviewed by the researcher's supervisor and a statistician from the university. The final amendments were then made to the questionnaire. Once these changes were made in September 2009, the questionnaires were printed, hand delivered and distributed by the shop steward who distributed it to all 500 employees in the selected clothing company except for management and executives.

A letter was attached to the questionnaire notifying participants of the questionnaire and the intended research (see Appendix A for a copy of the letter). In this letter participants were informed that the questionnaire is confidential and that no identification will be linked to the responses. Confidentiality was thus guaranteed.

Follow up reminders were sent to ensure that questionnaires were put in the sealed boxes after completion. In addition to that, telephonic reminders to the shop steward and human resource manager were sent every third day in order to ensure maximum response. The questionnaires were stored in sealed boxes and after the boxes were full they were transferred to the security room for safety measures. After a month the researcher was informed by the human resource manager in conjunction with the shop steward to collect the questionnaires.

3.4 THE SAMPLE

No senior managers or executives completed the survey questionnaire as it was directed to all employees. The questionnaire was completed by 198 respondents, representing a response rate of 40% ($198/500 \times 100$). Thirty one percent of the respondents are male and 67.2% are female. A total number of 1.5% participants did not indicate their gender. The sample consists of cleaner, clerk, cutter, designer, examiner, ironer, layer, mechanist, pattern maker, quality controller and trainee.

3.4.1 Description of the sample

3.4.1.1 Demographic information

The demographic indicators consist of the following items: age, gender, marital status, number of children, highest qualifications, job title, employment status, length of service at the organisation and length of service in the position.

Table 3.1 displays the mean, median, standard deviation, minimum and maximum age of the respondents in this study.

Table 3:1 Age of respondents (n = 198)

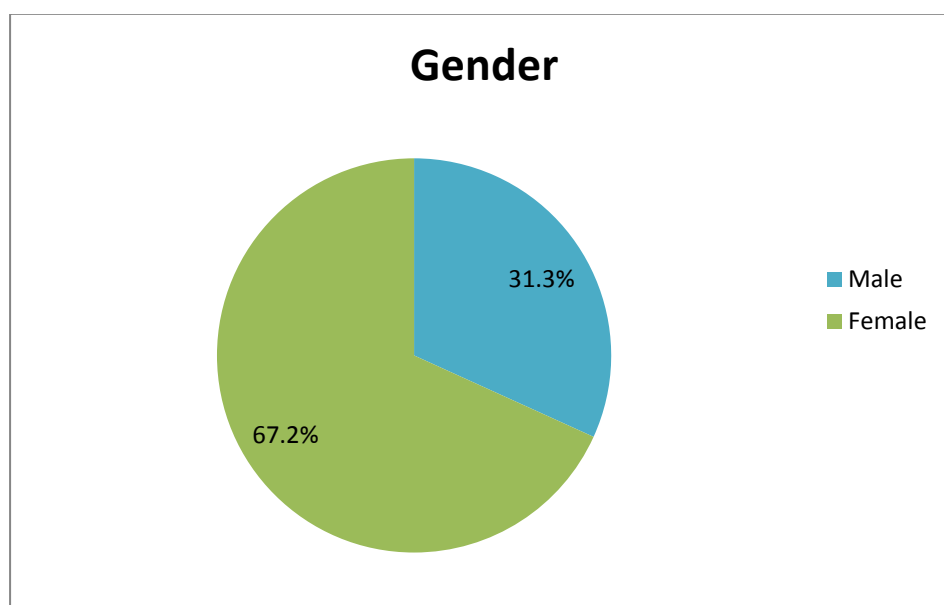
N	Valid	188
	Missing	0
Mean		38.12
Median		39.00
Std. Deviation		9.63

Minimum	19
Maximum	59

The youngest respondent that participated in the research is 19 years old, while the oldest respondent is 59 years old. The mean age of the respondents is 38.12 (SD = 9.63) years.

Figure 3.1 displays the gender profile of the sample.

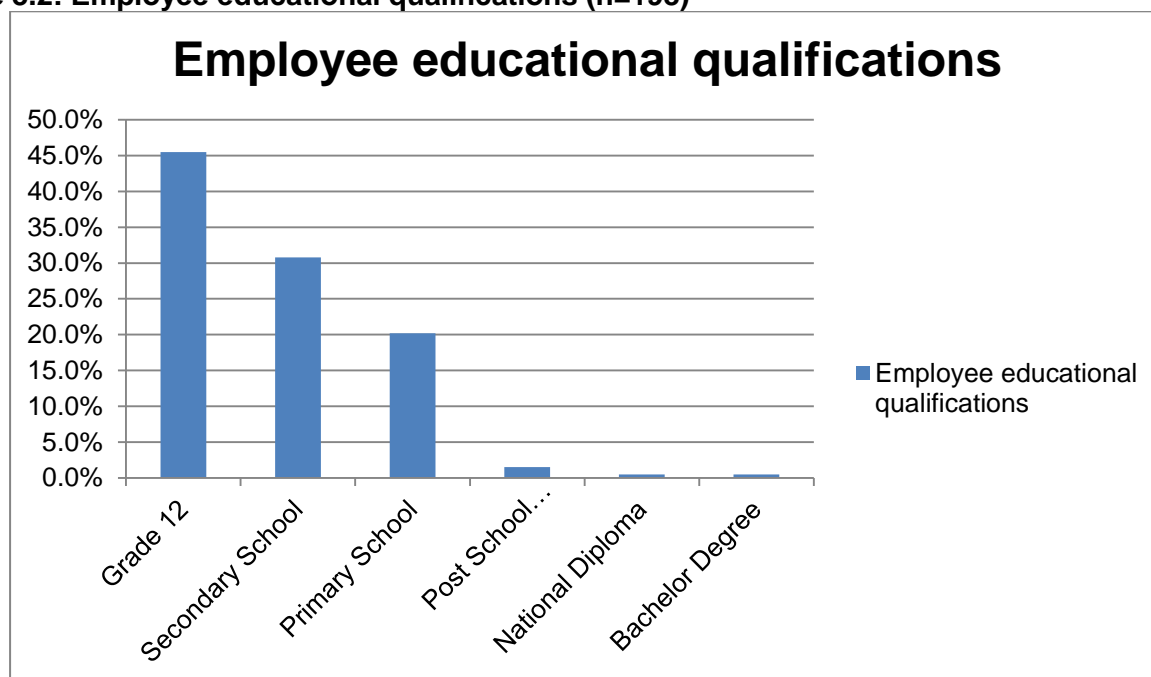
Figure 3.1 Gender spread within the sample (n = 198)



The sample comprises of 133 females and 62 males; translated into 67.2% and 31.3% respectively. A total of 3 respondents did not indicate their gender. This indicates that the sample is predominantly female. According to Borda & Norman (1997), the clothing industry in South Africa is dominated by women and they often have family commitments to take care of besides work.

Figure 3.2 displays the educational level of the sample.

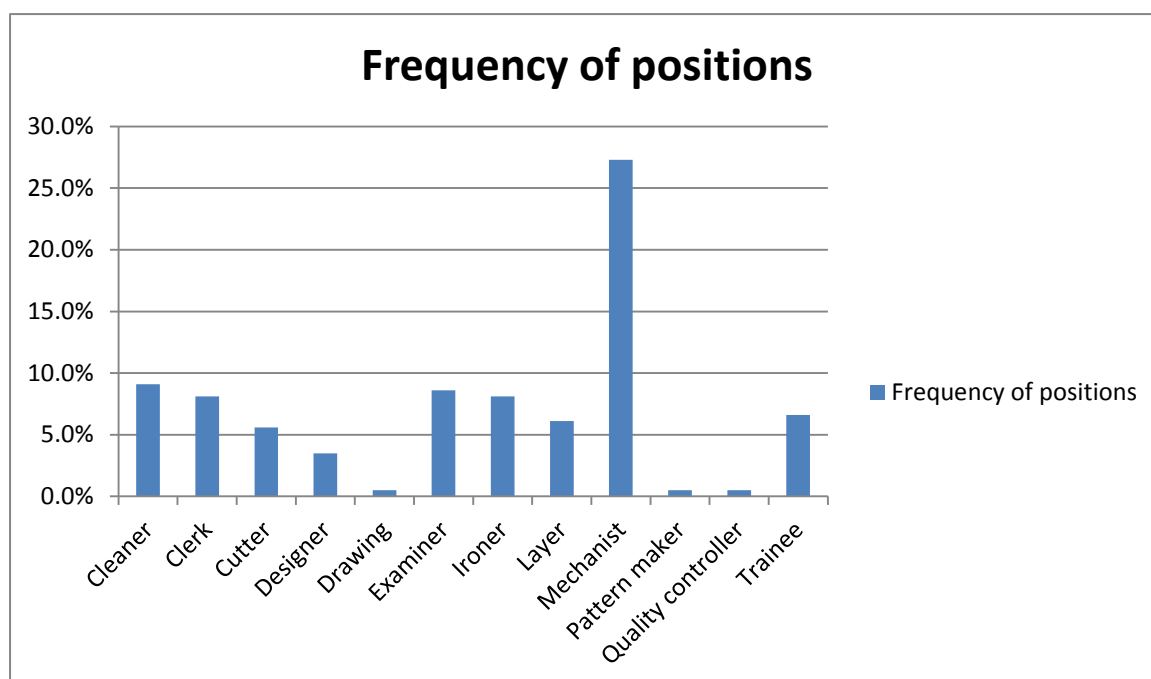
Figure 3.2: Employee educational qualifications (n=198)



The majority of the sample consists of employees in possession of a grade 12 (45.5%), followed by some secondary school (30.8%), primary school (20.2%), post school certificate/diploma (1.5%), national diploma (.5%) and bachelor degree (.5%).

Figure 3.3 displays the composition of the number of employees per position for the sample used in this study.

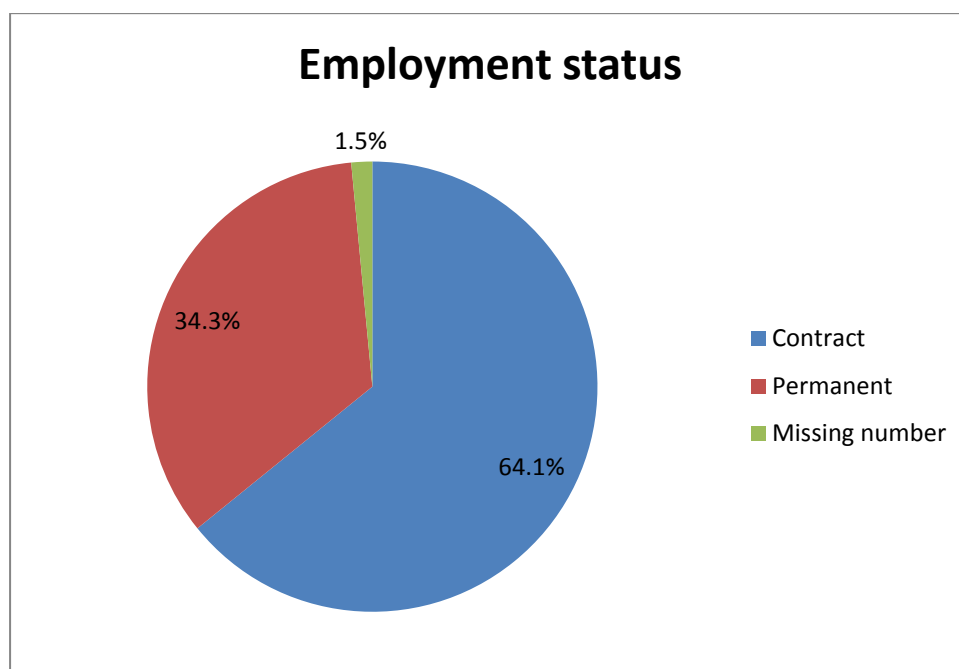
Figure 3.3: Frequency of positions (n=198)



The table illustrated above reflects that the selected clothing industry is pre-dominated by mechanists (27.3%), followed by cleaners (9.1%), examiners (8.6%), clerks (8.1%), ironers (8.1%), trainees (6.6%), layers (6.1%) and cutters (5.6%). There are few quality controllers, pattern makers and people responsible for drawing.

The employment status of these groups is displayed below

Figure 3.4: Employment status



The chart presented above indicates that the selected clothing company is pre-dominated by contract workers which represent (64.1%), permanent workers (34.5%) and about 1.5% employees did not disclose their employment status.

3.5 INSTRUMENTATION

The questionnaire used for the present study incorporated a number of scientifically validated instruments. The questionnaire was structured and contained predominantly closed ended questions.

Job satisfaction was measured by employing Spector (1985) job satisfaction questionnaire. Turnover intention was measured using Mobley *et al.* (1979) instrument. Job mobility was measured by items developed by McAlister, 1995, as cited by Wheeler (2007). Demographic variables such as age and number of children were measured as ratio variables.

3.5.1 Spector (1985) Job satisfaction questionnaire

The job satisfaction questionnaire developed by Spector (1985) was used to measure job satisfaction at the selected clothing company in the Cape Town clothing industry. The Job satisfaction scale was originally constructed to measure six components of job satisfaction, namely: pay, promotion, supervision, benefits, co-workers and nature of work.

All the scales identified by Spector (1985) had good internal consistency ranging from 0.73 to 0.82. Factor analyses was conducted to determine whether the factor structure of the instrument used in the current study is consistent with the factor structure identified by Spector (1985). As indicated in the factor analyses table displayed below, the factor structure revealed by the current study is not consistent with that presented by Spector (1985). Factor analyses for the current study revealed a number of scales, including promotion, supervision, meaningful work, co-worker, work satisfaction and equity satisfaction.

3.5.1.1 Factor analysis of the job satisfaction items

Factor analysis is an independence technique. Its primary purpose is to define the underlying structure among the variables in an analysis (Hair, Bush & Ortinau: 2006). According to Rummel (2002) factor analysis is a method by which the reliability and order in phenomena can be discerned. As phenomena co-occur in space or in time, they are patterned. Because these co-occurring phenomena are independent of each other, one is able to identify a number of distinct patterns (Rummel, 2002).

Principal component analysis using Varimax rotation with Kaiser Normalisation was conducted to determine whether the factor structure of the present sample corresponds to the factor structure of the original instruments and whether the items measure appropriate underlying constructs in the present sample. Items were retained if they loaded >0.5 . The internal consistency of each of the scales was tested using Cronbach's Alpha. A Cronbach's Alpha of greater than 0.5 was regarded as sufficient.

The principal component analysis resulted in seven factors. The rotated component matrix for job satisfaction is displayed in Table 3.2 below. From the results six new scales were constructed namely: promotion satisfaction with four items, supervisor/managerial appreciation with four items, co-worker satisfaction with four items, meaningful work with three items, work satisfaction with three items and equity satisfaction with three items.

Table 3.2: displays the rotated component matrix for job satisfaction (n=198)**Table 3.2: Rotated component matrix for job satisfaction (n=198)**

		COMPONENT								
		1 promotion satisfaction	2 Supervisor/ Managerial satisfaction	3 Co-worker &work satisfaction	4	5 Meaningful work	6 Equity satisfaction	7	8	9
JOB SATISFACTION										
Q1	I feel I am being paid a fair amount for the work I do	0.370					0.599			
Q2	There is really too little chance for promotion on my job				0.709					
Q3	My supervisor is quite competent in doing his/her job			0.495	-328	-0.353				
Q4	I am not satisfied with the benefits I receive		-312		0.704					
Q5	When I do a good job, I receive the recognition for it that I should receive	0.367								0.676
Q6	Many of our rules and procedures make doing a good job difficult		408		0.538		0.303			
Q7	I like the people I work with			0.549	-484					
Q8	I sometimes feel my job is meaningless					0.696				
Q9	Communications seem good within this organisation	0.668								
Q10	Pay raises are too few and far between				0.418	0.379			-0.303	-0.338
Q11	Those who do well on the job stand a fair chance of being promoted	0.679								
Q12	My supervisor is unfair to me		0.610							
Q13	The benefits we receive are as good as most other organisation's offer	0.310					0.719			
Q14	I do not feel that the work I do is appreciated		0.595		0.339					0.303
Q15	My efforts to do a good job are seldom blocked by rules and procedures		-0.629							
Q16	I find I have to work harder at my job than I should because of the incompetence of people I work with		0.499				0.314	0.342		

Q17	I like doing the things I do at work	0.361		0.612					
Q18	The goals of this organisation are not clear to me					0.682			
Q19	I am unappreciated by the organization when I think about what they pay me		0.680						
Q20	People get ahead as fast here as they do in other places	0.579	-0.306					0.350	
Q21	My supervisor shows too little interest in the feeling of subordinates		0.654			0.302		0.340	
Q22	The benefit package we have is equitable	0.738							
Q23	There are few rewards for those who work here		0.365					0.620	
Q24	I have too much to do at work		0.307					0.664	
Q25	I enjoy my co-workers			0.656				-0.351	
Q26	I feel a sense of pride in doing my job	0.352		0.732					
Q27	I often feel that I do not know what is going on with the organisation					0.418		0.438	-0.322
Q28	I feel satisfied with my chances for salary increases	0.717							
Q29	I am satisfied with my chances for promotion	0.788							
Q30	I like my supervisor			0.720					
Q31	There are benefits we do not have which we should have		-0.526	-0.316			0.323		
Q32	I don't feel my efforts are rewarded the way they should be		0.524				0.551		
Q33	I have too much paperwork							0.871	
Q34	There is too much bickering and fighting at work					0.392		0.655	
Q35	My job is enjoyable	0.314		0.718					
Q36	Work assignments are often not fully explained	-0.588	0.343					0.352	

3.5.1.1.1 Pay satisfaction scale

The original pay satisfaction items did not load on the same component or in a single factor. The items related to pay were question number Q1, Q10, Q19, Q28 and Q32 of the job satisfaction questionnaire. These items loaded on multiple components and a decision was taken to drop the pay satisfaction scale from the current study due to poor reliability.

3.5.1.1.2 Promotion satisfaction scale

The original promotion satisfaction scale comprised of four items from the questionnaire. These items are question number Q2, Q11, Q20 and Q29 as displayed in the job rotated component matrix above. Three out of four items of promotion satisfaction loaded on component one. Question number Q28 from the pay satisfaction scale also loaded on promotion satisfaction component and therefore was included in the promotion satisfaction scale. This resulted in four items measuring promotion satisfaction with a Cronbach Alpha of 0.746. The reliability of promotion satisfaction and its items are displayed in tables below.

Table 3.3: displays the reliability of promotion satisfaction (n=198)

Table 3.3: Reliability of promotion satisfaction

CRONBACH'S ALPHA	N OF ITEMS
0.746	4

Table 3.4. displays items for promotion satisfaction scale

Table 3.4.: promotion satisfaction scale

Those who do well on the job stand a fair chance of being promoted
People get ahead as fast here as they do in other places
I feel satisfied with chances for salary increases
I am satisfied with my chances for promotion

3.5.1.1.3 Supervisor/managerial appreciation scale

The supervisor/managerial appreciation scale comprised of five items from the questionnaire namely Q12, Q19, Q14, Q21 and Q32 as displayed in the job rotated component matrix above. Three out of five items of supervisor/managerial appreciation loaded on component two. Question number Q19 and Q32 from the original pay satisfaction scale also loaded on supervisor/managerial appreciation component and were therefore included in the scale. These questions were clustered together as they were measuring the levels of supervision and managerial appreciation. This resulted in five items measuring supervisor/managerial appreciation with a Cronbach Alpha of 0.768. The reliability for supervisor/managerial appreciation and its items are displayed in Table 3.5 and 3.6 below.

Table 3.5 displays the reliability for supervisor/managerial appreciation (n=198)

Table 3.5: Reliability for supervisor/managerial appreciation (n=198)

CRONBACH'S ALPHA	N OF ITEMS
0.768	5

Table 3.6 displays items for supervisor/managerial appreciation scale

Table 3.6: Supervisor/managerial appreciation scale

My supervisor is unfair
I do not feel that the work I do is appreciated
I am unappreciated by the organisation when I think about what they pay me
My supervisor shows too little interest in the feeling of subordinates
I don't feel my efforts are rewarded the way they should be

3.5.1.1.4 Meaningful work scale

The meaningful work scale comprised of three items from the questionnaire. These items are question number Q8, Q18 and Q27 as displayed in the job rotated component matrix above. The meaningful work scale displays a moderate internal reliability with a Cronbach Alpha of 0.633. These items and the reliability of meaningful work are displayed in tables below.

Table 3.7 displays the reliability for meaningful work (n=198)

Table 3.7: Reliability for meaningful work (n=198)

CRONBACH'S ALPHA	N OF ITEMS
0.633	3

Table 3.8 displays items for meaningful work scale

Table 3.8.: Items for meaningful work scale

I sometimes feel my job is meaningless
The goals of this organisation are not clear to me
I often feel that I do not know what is going on with the organisation

3.5.1.1.5 Co-worker satisfaction scale

The co-worker satisfaction scale comprises of four items from the questionnaire, namely Q7, Q16, Q25 and Q34 as displayed in the job rotated component matrix above. The two out of the original four items of the co-worker satisfaction scale loaded on component three while the remaining two loaded on different components.

Question number Q3 and Q30 from the original supervisor/managerial scale also loaded on co-worker satisfaction component and therefore was included in the scale. This resulted in four items measuring co-worker satisfaction with a Cronbach Alpha of 0.659 as displayed in

Table 3.9 and 3.10 below.

Table 3.9 displays the reliability of co-worker satisfaction (n=198)

Table 3.9: Reliability of co-worker satisfaction (n=198)

CRONBACH'S ALPHA	N OF ITEMS
0.659	4

Table 3.10 displays items used for co-worker satisfaction scale

Table 3.10: Items for co-worker satisfaction scale

My supervisor is quite competent in doing his/her job
I like the people I work with
I enjoy my co-workers
I like my supervisor

3.5.1.1.6 Work satisfaction scale

The work satisfaction scale comprised of three items from the questionnaire. These items are question number Q17, Q26 and Q35 as displayed in the job rotated component matrix above. All items of work satisfaction scale loaded under component three. These questions were incorporated into a work satisfaction scale and showed a Cronbach Alpha of 0.736. The reliability of work satisfaction and items are displayed in tables below.

Table 3.11 displays the reliability of work satisfaction (n=198)

Table 3.11: Reliability of work satisfaction (n=198)

CRONBACH'S ALPHA	N OF ITEMS
0.736	3

Table 3.12 displays items used for work satisfaction scale

Table 3.12: Items used for work satisfaction scale

I like doing the things I do at work
I feel a sense of pride in doing my job
My job is enjoyable

3.5.1.1.7 Equity satisfaction scale

The last scale constructed was an equity satisfaction scale which comprised of three items from the questionnaire. These items are question number Q1, Q13 and Q32 as displayed in the job rotated component matrix above. These items loaded strongly on component six and they all appear to have something to do with equity. These three items were combined into an equity satisfaction scale with a Cronbach Alpha of 0.540. The reliability of equity satisfaction and items are displayed in tables below.

Table 3.13 displays the reliability of equity satisfaction

Table 3.13: Reliability of equity satisfaction (n=198)

CRONBACH'S ALPHA	N OF ITEMS
0.540	3

Table 3.14: Items of equity satisfaction scale

I feel I am being paid a fair amount for the work I do
The benefits we receive are as good as most other organisation's offer
I don't feel my efforts are rewarded the way they should be

3.5.1.1.8 Benefits satisfaction scale

The original benefit scale was not incorporated into the current study. The items measuring benefits were scattered across various components, therefore it was not sufficiently viable to create a scale from these items. These were items number Q4, Q13, Q22 and Q31 of the job satisfaction questionnaire.

3.5.2 Turnover intention questionnaire

The intention to leave questionnaire developed by Mobley et al. (1979) was tested in a selected clothing company with 198 employees who responded. The turnover intention questionnaire incorporates the intention to leave scale having reliability with a Cronbach alpha of 0.929.

According to Aizen (1991), turnover intention can be used as a proxy for actual turnover since the theory of planned behaviour suggests that behavioural intention is a good predictor of actual turnover. Four items from the turnover intention scale were incorporated into the questionnaire used in this study.

Table 3.15 displays the reliability statistics for turnover intention (n=198)

Table 3.15: Reliability statistics for turnover intention (n=198)

CRONBACH'S ALPHA	N OF ITEMS
0.924	4

Table 3.16 Displays items for turnover intention scale

Table 3.16: Items for intention to leave scale

Chances of leaving/resigning from this job in the next three months
Chances of leaving/resigning from this job in the next six months
Chances of leaving/resigning from this job sometime in the next year
Chances of leaving/resigning from this job in the next two years

3.5.3 Job mobility questionnaire

The job mobility questionnaire developed by McAlister (1995) was used in this research. Job mobility is regarded as a key moderating variable between causes of misfit and the decision to turnover (Kristof-Brown *et al.*, 2005). This scale incorporated four items. The job mobility questionnaire used a 3-point Likert scale ranging from “not very likely” to “definitely” (McAlister, 1995). Table 3.17 displays the reliability statistics for job mobility (n=198)

Table 3.17: Reliability statistics for job mobility (n=198)

CRONBACH'S ALPHA	N OF ITEMS
0.760	5

The reliability of job mobility was tested with a high Cronbach Alpha of 0.760 as displayed in Table 3.17 above. The items listed below are related to job mobility. A study by (A Wheeler: 2007) states that high job dissatisfaction and high perceived job mobility predict intent to turnover. Job mobility is a key moderating variable between causes of misfit and the decision to turnover (Kristof-Brown *et al.*, 2005).

Table 3.18 displays the items for job mobility scale

Table 3.18: items for job mobility scale

Within the next two years you will change your employer
Within the next two years you will change the industry in which you work
Within the next two years you will be promoted within your organisation
Within the next two years you will be working with a multinational firm
Within the next two years you will be based in another country

3.6 CONCLUSION

In summary, research methodology requires a reflection on the planning, structuring and execution of the research in order to comply with the demands of truth, objectivity and validity. This study employed the quantitative method of approach. This approach is systematic to investigations throughout which numerical data is collected or the investigator converts what is collected or observed into numerical data. This approach is often concerned with finding confirmation to either support or opposes an idea or hypothesis a person might have. This method makes it possible for the researcher to achieve a high level of reliability in relation to data analysis.

Furthermore, self-administered, pen and paper based questionnaires was used for data collection from the selected clothing company in Cape Town clothing industry. The sample is inclusive of all employees currently working for the selected clothing company except for management and executives as they were not part of the survey. In addition, a survey instrument was utilised to measure levels of job satisfaction, perceived job mobility and turnover intention. Clothing company journals and reports were consulted to support data for the research.

Furthermore, factor analyses was conducted to determine whether the factor structure of the instrument used in the current study is consistent with the factor structure identified by Spector (1985). The factor structure revealed by the current study was proved not consistent with that presented by Spector (1985) and a number of new scales had to be constructed. In the current study, internal consistency of each of the scales was tested using Cronbach Alpha. Items were retained if they loaded >0.05 as this was regarded as sufficient. Ethical issues were considered in the process of data collection. Data that was collected through the questionnaires and will be analysed in the following chapter.

CHAPTER FOUR DATA ANALYSIS

4.1 INTRODUCTION

The present research aims to explore the factors contributing to turnover intention at a large clothing manufacturing company in Cape Town. It is anticipated that the study will contribute towards an understanding of factors driving voluntary turnover in the clothing industry, so that recommendations can be provided as to how industry stakeholders may address these factors and possibly reduce voluntary turnover within the industry. By determining the reasons for employee turnover intention at a selected clothing company in the Cape Town Clothing Industry and by providing possible solutions to remedy the problem, a better working environment and improved relations between management and staff will prevail.

To address the research problem, the following research questions are posed:

1. What is the nature and scope of employee turnover at the selected clothing manufacturing company in Cape Town?
2. What is the nature of job satisfaction at the clothing company in Cape Town?
3. What is the nature of job mobility perceptions at the clothing company in Cape Town?
4. Is there a relationship between turnover intention and job satisfaction at the clothing company in Cape Town?
5. Is there a relationship between turnover intention and perceptions of job mobility?
6. Is there a relationship between perceptions of job mobility and job satisfaction?
7. How can high turnover in the clothing industry be addressed?

The present chapter documents the descriptive statistics pertaining to the variables measured in the study and presents the correlations between turnover intention, components of job satisfaction and perceptions of job mobility. Correlations are regarded as statistically significant when $p \leq 0.05$.

4.2 DESCRIPTIVE STATISTICS

This section presents the descriptive statistics collected through the survey questionnaire. Descriptive statistics pertaining to all key variables measured in the study, are provided. An overview of the scales that were utilised, including number of responses, minimum and maximum score, mean and standard deviation are presented.

4.2.1 LEVELS OF TURNOVER INTENTION AT THE SELECTED CLOTHING COMPANY

Table 4.2.1 presents the sample mean for turnover intention.

Table 4.2.1: Descriptive statistics for turnover intention (N = 171).

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Turnover Intention	171	1	5	2.86	1.268

The turnover intention items in the questionnaire made use of a 5-point Likert scale where 1 = very low and 5 = definite. According to the data presented in Table 4.2.1 above, the sample shows moderate levels of turnover intention (Mean = 2.86, SD = 1.268). Most participants were therefore uncertain about their intention to leave.

4.2.2 LEVELS OF JOB SATISFACTION AT THE SELECTED CLOTHING COMPANY

Table 4.2.2 presents the sample means and standard deviations for the various components of job satisfaction.

Table 4.2.2: Descriptive statistics for job satisfaction (N = 198)

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Promotion Satisfaction	198	1	6	3.45	1.206
Supervisor Appreciation	198	1	6	3.27	1.059
Meaningful Work	198	1	6	3.33	1.016
Co-worker Satisfaction	198	1	6	4.31	0.971

Work Satisfaction	198	1	6	4.08	1.11
Equity Satisfaction	198	1	6	2.92	1.059

The job satisfaction items in the questionnaire made use of a 6-point Likert scale where 1 = disagree very much and 6 = agree very much. A high score would therefore indicate that participants are highly satisfied with some components of job satisfaction. Co-worker satisfaction and work satisfaction reflect high means of 4.31 (SD = 0.971) and 4.08 (SD = 1.11) respectively. As indicated in the table, the sample displays moderate levels of promotion satisfaction (3.45, SD = 1.206), supervisor appreciation (3.27, SD = 1.059) and meaningful work (3.45, SD = 1.206). Levels of equity satisfaction are lower with a mean of 2.92 (SD = 1.059).

The descriptive statistics of the components of job satisfaction displayed above reflect that, employees of a selected clothing company are fairly satisfied with the components of job satisfaction such as promotion satisfaction, supervisor appreciation and meaningful work. These results reflect that these components of job satisfaction are not a strong contributing factor of turnover intention in the selected clothing company.

Co-worker satisfaction and work satisfaction are found to be positively strong. These results reflect that employees of a selected clothing company in Cape Town clothing industry are having a good relationship and understanding with each other and also understand what is expected of them.

Levels of equity are relatively low which reflects that employees of a selected clothing company are not satisfied with the level of outcome they put into their jobs. For example they might not be happy with the level of pay and benefits they get from the company. This component is a contributing factor to turnover intention.

4.2.3 PERCEPTIONS OF JOB MOBILITY AT THE SELECTED CLOTHING COMPANY

Table 4.2.3 presents the mean score for perceptions of job mobility

Table 4.2.3. Descriptive statistics for job mobility (N = 171)

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation

Job mobility	171	1	3	1.94	0.585
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The job mobility items in the questionnaire made use of a 3-point Likert scale where 1 = not very likely and 3 = definitely. The sample displays moderate levels of job mobility with a mean of 1.94 (SD = 0.585).

The descriptive statistics of job mobility in a selected clothing company reflect that employees of a selected clothing company are not certain about leaving the organisation. As reflected in the opening chapter, this industry is at a vulnerable stage, where companies are closing down and the industry is also dominated by employees with no post matric qualification. These findings might be the contributing factor of their uncertainty to leave the organisation because job opportunities are minimal and the fact that they do not have post matric qualification will make matters worse.

4.3 INFERENCE STATISTICS

Inferential statistics are used in this present chapter in order to reach conclusions that extend beyond the immediate data alone. Inferential statistics are used in research to make judgements of the probability or inferences from the data to more general conditions. Inferential statistics are used in the present chapter to determine the relationship between turnover intention and the components of job satisfaction and perceptions of job mobility.

Table 4.3.1. The relationship between turnover intention and job satisfaction

	Turnover intention
Promotion satisfaction	0.028
Supervisor appreciation	- 0.204**
Meaningful work	- 0.278**
Co-worker satisfaction	- 0.300**
Work satisfaction	- 0.173*
Equity satisfaction	- 0.086

N = 198

*= $p \leq 0.05$

**= $p \leq 0.01$

Significant albeit low negative correlations exist between turnover intention and supervisor appreciation ($r = -0.204^{**}$, $p \leq 0.01$), meaningful work ($r = -0.278^{**}$, $p \leq 0.01$) and work satisfaction ($r = -0.173^*$, $p \leq 0.05$). A slightly stronger correlation exists between turnover intention and satisfaction with co-workers ($r = -0.300^{**}$, $p \leq 0.01$). These negative correlations mean that higher levels of turnover intention are related with lower levels of satisfaction with regards to meaningful work, contemporary or casual work, co-worker and supervisors.

The data also show that there is no substantial affiliation between promotion satisfaction and turnover intention and equity satisfaction and turnover intention.

If the components of job satisfaction stated above are low, it will have a negative effect in the company as the levels of turnover intention will rise and then lead to job dissatisfaction, absenteeism, lower productivity and lower turnover margins.

Table 4.3.2. below reflects the relationship between turnover intention and perceptions of job mobility using a Pearson correlation matrix indicating the correlation co-efficients.

Table 4.3.2: The relationship between turnover intention and perceptions of job mobility

	Turnover intention
Mobility	0.426 ^{**}

N = 198

* = $p \leq 0.05$

** = $p \leq 0.01$

A significant moderate positive correlation exists between turnover intention and job mobility ($r = 0.426^{**}$, $p \leq 0.01$). Therefore, those employees with the intention to leave the organisation perceive themselves as more mobile than those who don't.

This positive relationship reflects that turnover intention is positively associated with job mobility in a selected clothing company in Cape Town. Employees with the intentions to leave the company are looking for job alternatives and perceive themselves as mobile. The selected clothing company in Cape Town has to devise strategies to retain those employees who want to leave the organisation in order to reduce turnover and increase job satisfaction.

Table 4.3.3 below reflects the relationship between perceptions of job mobility and job satisfaction.

Table 4.3.3. The relationship between perceptions of job mobility and job satisfaction

	Job mobility
Promotion satisfaction	0.183*
Supervisor appreciation	- 0.179*
Meaningful work	- 0.288**
Co-worker satisfaction	- 0.078
Work satisfaction	0.119
Equity satisfaction	- 0.071

N = 198

* = $p \leq 0.05$

** = $p \leq 0.01$

A significant weak positive correlation exist between perceptions of job mobility and promotion satisfaction ($r = 0.183^*$, $p \leq 0.05$).

Significant weak negative correlations exist between job mobility and supervisor appreciation ($r = -0.179^*$, $p \leq 0.05$), and meaningful work ($r = -0.288^{**}$, $p \leq 0.01$). This means that those participants that felt less appreciated by their supervisors, had less meaningful work, and were unsatisfied with their work were likely to perceive themselves as more mobile.

There were no significant correlations between job mobility, co-worker satisfaction, work satisfaction and equity satisfaction.

The company needs to promote a substantial number of employees that have the potential within the organisation in order to equip, retain and improve their levels of job satisfaction. The supervisors need to appreciate their staff and give them a platform where they can share ideas on improving the company operations. By so doing, the employees will feel that they are an asset to the organisation.

4.4 SUMMARY OF FINDINGS

- The sample displays relatively moderate levels of turnover intention with a mean score of 2.86 (SD = 1.268).
- Co-worker satisfaction and work satisfaction have a high mean of 4.31 and 4.08 respectively. The sample displays moderate levels of promotion satisfaction (3.45, SD = 1.206), supervisor appreciation (3.27, SD = 1.059) and meaningful work (3.45, SD = 1.206). Levels of equity satisfaction are lower with a mean of 2.92, (SD = 1.059)
- Perceptions of job mobility were relatively low with a mean score of 1.94 (SD = 0.585).
- There is no significant relationship between promotion satisfaction, equity satisfaction and turnover intention.
- Significant, albeit low negative correlations exist between turnover intention and supervisor appreciation ($r = -0.204^{**}$, $p \leq 0.01$), meaningful work ($r = -0.278^{**}$, $p \leq 0.01$), co-worker satisfaction ($r = -0.300^{**}$, $p \leq 0.01$) and work satisfaction ($r = -0.173^*$, $p \leq 0.05$). A slightly stronger negative correlation exists between turnover intention and satisfaction with co-workers ($r = -0.300^{**}$, $p \leq 0.01$).
- A significant positive moderate relationship exists between turnover intention and perceptions job mobility with a correlation coefficient of $r = 0.426^{**}$, ($p \leq 0.01$).
- Significant weak negative correlations exist between job mobility and supervisor appreciation, with a correlation co-efficient of $r = -0.179^*$, ($p \leq 0.05$), and meaningful work with a correlation co-efficient of $r = -0.288^{**}$, ($p \leq 0.01$). There are no significant correlations between job mobility, co-worker satisfaction, work satisfaction and equity satisfaction.

CHAPTER FIVE DISCUSSION AND CONCLUSIONS

5.1. INTRODUCTION

This chapter presents the results of the research as they relate to each of the research questions which were presented in chapter one. This chapter provides a detailed discussion on possible reasons for the findings, and what the implications of the findings are in light of the literature and previous research on the topic. This chapter concludes with recommendations as to how industry stakeholders can reduce turnover intention and improve productivity. This should contribute positively to the success of the organisation and the creation of a better working environment.

5.2. RESEARCH QUESTIONS

5.2.1 What is the nature and scope of employee turnover at the selected clothing manufacturing company in Cape Town?

Results display moderate levels of turnover intention at the selected clothing company in Cape Town with a mean score of 2.86 (SD = 1.268). It can be concluded that employees are uncertain about leaving their jobs because there might not be alternative jobs available. A contributing factor might be the lack of jobs in the clothing industry as it is stated in the previous chapters that many companies in the clothing industry are closing down and there is high level of turnover and job losses. Moderate levels of employee turnover in this clothing company may lead to lower productivity levels, low self-esteem and boredom. This can result in low work productivity and can harm the clothing company's ability to maximise profits and improving good quality standards of their products.

5.2.2 What is the nature and scope of job satisfaction at the clothing company in Cape Town?

Employees are satisfied with their co-workers and display a high mean of 4.31 (SD = 0.971). This implies that employees at the selected clothing company are getting along with each other and there is positive relationship and understanding between them. Research specifies that personnel who have supportive co-workers will be more content with their jobs (Aamodt, 2004; Robbins, 1989: 2005). Supportive co-workers serve as a source of support, comfort, advice and assistance to the individual worker (Luthans, 1995: 127).

Employees are satisfied with their work and show a high mean score of 4.08 (SD = 2.11). It can be argued that employees at the selected clothing company understand what is expected of them to do. They understand and are able to perform their duties. According to Luthans (1995), the content of the job accomplished by workforce is a major predictor of

job satisfaction. Research done by Gately, 1997 as cited by Aamodt, 2004: 326) clearly states that employees, who find their work fascinating, are more content and motivated than employees who do not enjoy their activities.

Employees show moderate levels of promotion satisfaction with a mean score of 3.45 (SD = 1.206). It is essential for the organisation to offer opportunities for promotion and develop fair promotion procedures. Opportunities for growth should be granted to employees in order to continuously improve their skills by providing relevant training and development programs. The selected clothing company also needs to establish a good performance tracking system and evaluation in order to assist the organisations in making fair promotion decisions. This will be useful in improving the employees' satisfaction with promotion and enhancing the company's capability to keep qualified employees. According to Bajpai and Srivastava (2004) promotion is the key in opening doors for opportunities for personal growth, more responsibilities and also increased social status. Studies also suggest that workers who perceive that promotions are made in a fair and good manner are most likely to experience job satisfaction.

Employees show moderate levels of supervisor appreciation with a mean score of 3.27 (SD = 1.059). These results reflect that there is a level of understanding and appreciation between employees and supervisors. They do get along but the relationship is not necessarily strong.

These results imply that the selected clothing company may need to strengthen the relationship between management and employees. Team building sessions and better communication skills are vital in strengthening the relationship. According to Aamodt (2004) employees who appreciate working with their supervisors will be more satisfied with their occupations. Employee satisfaction in terms of their supervisors is related to organisational and team commitment, which in turn results in higher productivity, lower turnover and a greater willingness to help.

Employees show moderate levels of satisfaction with meaningful work with a mean score of 3.45 (SD = 1.206). This statement implies that employees of the selected clothing company understand what is expected of them in order to achieve the goals of the organisation. This also means that there is clear scope of work in this company. Robinsons (2005) states that workers normally prefer careers which afford them opportunities to apply their skills and abilities, offer them variety and freedom as well as jobs where they get constant feedback on how well they are doing.

Employees show lower levels of equity satisfaction with a mean score of 2.92 (SD = 1.059). This implies that the employees of the selected clothing company feel that they do not receive rewards relative to what they put in their jobs.

This relationship further means that employees of the selected company perceive inequity in their input-outcome ratio and this leads to job dissatisfaction and demotivation. The clothing company should consider re-looking at its equity, salary and incentive structures. Conducting a salary review and incentive structure would be advantageous as it allows the business to benchmark their scheme and structure with competitors. If they fail to do so it may result in a negative impact as dissatisfaction with these structures can lead to higher turnover in the company. According to Cooper & Locke (2000); Robbins (2005), job satisfaction or motivation is a function of what workers put into a job situation in comparison to what they receive from it. Therefore, the more an employee gets equivalent to what they put into a job, the higher the levels of job satisfaction.

5.2.3 What is the nature of job mobility perceptions at the clothing company in Cape Town?

Employees show moderate levels of perceptions of job mobility with a mean score of 1.94 (SD = 0.585). These results demonstrate that employees are uncertain about moving their jobs or search for other job alternatives. One of the major reasons might be the lack of job opportunities in the clothing industry. Their lower level of education might be another factor which forces employees to remain with the same employer. This might be their only field of work and expertise so their chances of getting other job alternatives are limited. This may be the case in this clothing company, thus contributing to the moderate levels of job mobility.

Literature states that should employees experience job dissatisfaction, the probability of a worker leaving the organisation depends on their perception of job alternatives. If employees experience an organisationally tempted shock that causes valuation of personal organisational fit or through gradual affective decreases, the probability of a worker leaving the organisation is also reliant on their perception of job alternatives. The literature review related to job mobility further states that person organisation misfit leads to job dissatisfaction which drives the employee to look for other job opportunities (Wheeler 2007: 207). If there is no alternative, the employee will remain with the same organisation but remain dissatisfied or decide to quit.

5.2.4 Is there a relationship between turnover intention and job satisfaction at the clothing company in Cape Town?

A significant, albeit low negative correlation exists between turnover intention and supervisor appreciation ($r=-0.204^{**}$, $p \leq 0.01$). This negative relationship means that employees who do not feel appreciated by their supervisors are more likely to leave the organisation. This negative relationship can also transpire from the fact that most companies in the clothing sector tend to be more bureaucratic, hierarchical and have centralised decision making (Salleh, Nair & Harun: 2012). Employees must follow guidelines without inquiring and are not able to voice out their dissatisfaction or ideas. This situation may compromise the relationship. It is suggested that the company could reduce turnover intention by showing appreciation to their staff. The clothing company should create a positive work environment where employees feel appreciated and take part in the organisational effectiveness and success. They should make employees feel that they contribute towards the growth of the company. An open door policy is advisable for the growth and the future of the organisation as this will improve productivity and effectiveness. The ability of a worker to speak his or her mind freely within the organisation is another important aspect in employee retention (Smith, 2010). A significant, albeit low negative relationship exist between turnover intention and meaningful work ($r= -0.278^{**}$, $p \leq 0.01$). This suggests that employees are more likely to leave the organisation if they do not perceive their work as meaningful. If employees do not feel a sense and a need for what they are doing, it may result to low sense of task accomplishment, reduction in productivity and effectiveness of the company. This can result to absenteeism, increase boredom and quality standards. "People are more committed and have higher levels of employee engagement when there is a process for them to contribute their ideas and employee suggestions" (Smith, 2010). A significant, albeit low negative correlation exists between turnover intention and work satisfaction ($r= -0, 173^*$, $p \leq 0.05$). This relationship means that if employees are not satisfied with their work or function, it increases the chances of turnover intention. When turnover intention increases, this will lead to employees losing the energy and the drive to participate in their field of work. This has a negative impact in productivity and can negatively affect the company. The selected clothing company needs to strengthen this component of job satisfaction as it might have a detrimental impact in the growth of the company. In order to strengthen work satisfaction, the clothing company needs to come with a new strategy of identifying the needs of their workers, organisation and how to satisfy them. Employees who are willing and able to work are good for the growth of this organisation. A positive working environment is vital for the growth of this company. According to Smith (2010), job satisfaction begins by first providing a positive or a conducive work environment. He further states that, to find what motivates

people, you have to find what makes them happy (Smith, 2010: 1). This is the most important factor in the process. A motivating working environment requires going over and beyond the call of duty and providing for the needs of the worker (Smith, 2010: 1).

A slightly stronger negative correlations exists between turnover intention and satisfaction with co-workers ($r = -0.300^{**}$, $p \leq 0.01$). This negative relationship means that the less satisfied the employee is with co-workers, the more likely the chances of turnover intention. According to Smith (2010) a strong relationship between co-workers contributes to the organisational effectiveness and the overall function of the organisation. He further states that a true competitive advantage is trained and motivated personnel, proudly working together for a common goal, contributing their energy toward the goals of the organisation. Studies have showed a consistent relationship between job satisfaction and turnover. According to Spector (2007), employees with low job satisfaction are more likely to quit their jobs. Luthans (1995: 129) states that high job satisfaction on its own will not keep turnover low but it does contribute in a positive way. He further states that, if there is considerable job dissatisfaction, the likelihood of turnover is very high. It is advisable and important to manage job satisfaction levels as it triggers turnover and turnover intentions.

5.2.5 Is there a relationship between turnover intention and perceptions of job mobility?

There is a significant moderate positive relationship between turnover intention and perceptions of job mobility. This positive relationship suggests that those employees with the intention to leave the organisation were likely to search for other jobs. Job mobility is positively associated with turnover intention. This relationship further demonstrates that employees are certain about leaving the organisation when there are chances for them to move to other jobs. The company should open the chances of growth within the organisation. It should also improve on incentives in order to retain and attract their employees. When employees of a selected clothing company decide to quit, this will have a negative impact on productivity and costs. The company will be forced to recruit new staff and spend money on training of new staff.

Literature suggests that should the employee experience job dissatisfaction, either through an organisationally induced shock that causes assessment of personal organisational fit, the likelihood of an employee leaving the organisation is dependent on perception of job alternatives. According to Salleh, Nair & Harun (2012) employees in the early career stage have higher tendency to discover alternative jobs and opportunities which leads to higher levels of turnover intention in their organisations. As previously mentioned, the majority of the respondents were below the age of 35 years. This among other reasons may have

possibly contributed to the moderate levels of turnover intention and job mobility as found in this study. These findings need to be of concern to the company's administration.

5.2.6 Is there a relationship between perceptions of job mobility and job satisfaction?

A significant weak positive correlation exists between job mobility and promotion satisfaction (-0.183^* , $p \leq 0.05$). This relationship suggests that employees who see opportunities for their potential growth are likely to leave the organisation and search for other jobs. The clothing company should open opportunities for growth to avoid turnover intention and high levels of turnover in the company. Satisfaction with promotion influence turnover intention and job mobility. It is important for the company to offer opportunities for promotion and develop fair promotion procedures. Workers also need to be granted opportunities to enhance their skills by providing appropriate training and development programmes. A respectable performance tracking and evaluation system would need to be established in order to help the company in making good promotion judgments. These proposed initiatives will be useful in improving the employee's satisfaction with promotion, and eventually enhancing the company's ability to retain qualified employees.

A significant weak negative correlations exist between job mobility and meaningful work (-0.288^{**} , $p \leq 0.01$). Management in the clothing industry should invest in their employees, provide continuous training and appreciate their effort because they are an important asset to the organisation. Management should motivate their staff and also allow them to participate in management decisions so that they can feel as part of the organisational effectiveness.

A significant weak negative correlations exist between job mobility and supervisor appreciation ($r = -0.179^*$, $p \leq 0.05$). Supervisors should appreciate the effort made by employees in acquiring the goals of the organisation. There is a need for a team building workshop to create a good relationship between employees and their supervisors. Supervisors and employees should work together and add value in the organisation. The literature study states that there is a relationship between job mobility, job satisfaction and intent to turnover. According to Wheeler (2007) job dissatisfaction leads to turnover and job mobility can limit a dissatisfied employee's intentions to turnover.

5.2.7 How can high turnover in the clothing industry be addressed?

The study shows a negative correlation between turnover intention and some components of job satisfaction such as supervisor appreciation, meaningful work and co-worker satisfaction. A significant moderate positive relationship exists between turnover intention and job mobility. Job mobility shows a negative relationship between some components of job satisfaction such as supervisor appreciation, meaningful work and equity satisfaction; and a positive effect with promotion.

These factors are further detailed below;

- A significant, albeit low negative correlations exist between turnover intention and supervisor appreciation ($r = -0.204^{**}$, $p \leq 0.01$), meaningful work ($r = -0.278^{**}$, $p \leq 0.01$) and work satisfaction ($r = -0.173^*$, $p \leq 0.05$).
- A slightly stronger negative correlation exists between turnover intention and satisfaction with co-workers ($r = -0.300^{**}$, $p \leq 0.01$).
- A significant moderate positive correlation exists between turnover intention and job mobility ($r = 0.426^{**}$, $p \leq 0.01$).
- A significant weak positive correlation exists between perceptions of job mobility and promotion satisfaction ($r = 0.183^*$, $p \leq 0.05$).
- Significant weak negative correlations exist between job mobility and supervisor appreciation ($r = -0.179^*$, $p \leq 0.05$), and meaningful work ($r = -0.288^{**}$, $p \leq 0.01$).

In this study factors such as co-worker satisfaction displayed a slightly stronger negative correlation with a correlation co-efficient of ($r = -0.300^{**}$, $p \leq 0.01$). These results suggest that higher satisfaction with co-workers will reduce high levels of turnover and turnover intention. A significant moderate positive correlation exists between turnover intention and job mobility with a correlation co-efficient of ($r = 0.426^{**}$, $p \leq 0.01$). These results suggest that employees with the intention to leave the organisation perceive themselves as more mobile than those who don't.

The selected clothing company needs to improve more on co-worker satisfaction and job mobility as they are found to be a major threat on the improvement and sustainability of the selected clothing company. The selected clothing company should find means to create a conducive and positive working environment and develop strategies to retain their staff in order to reduce higher levels of turnover. Rather interestingly, the findings reflected no

significant connection between promotion satisfaction and turnover intention, equity satisfaction and turnover intention. There was also no significant relationship found between job mobility, co-worker, work satisfaction and equity satisfaction. Overall, these results provide partial support in the studies of job satisfaction and turnover relationship.

In order to address the problem of turnover intention in the selected clothing company, the pride system should be adopted. This proposed system will be useful in improving the levels of job satisfaction and decreasing turnover intention at a selected clothing company. This is a five step system designed by, Edward (2010). This system aims on cultivating the performance of man and machine, improve quality, increase output and simultaneously to bring pride of workmanship to people.

The following suggestions should be taken into account:

- provision of a positive working environment;
- improvement in rewards and recognition;
- involvement of employee engagement; and
- development of skills and workforce, evaluation and measurement of job satisfaction is crucial for the future growth, development and retention of staff compliment in a selected clothing company in Cape Town.

These suggestions are hereby elaborated below

5.2.7.1 Provide a positive working environment

Provision of a positive working environment is crucial to maintaining a stronger work and co-worker relationship. A positive organisational climate that is based on trust, good communication and cooperation can also develop a positive work environment and better commitment amongst its employees.

According to Smith (2010), job satisfaction begins by first providing a positive or a conducive work environment. He further states that, to find what motivates people, “you have to find what makes them happy”, (Smith, 2010: 1). This is the most essential factor in the process. A motivating working atmosphere entails going over and beyond the call of duty and providing for the necessities of the worker (Smith, 2010).

5.2.7.2 Reward and recognition

The findings of this study showed a high mean score of 4.08 (SD: 2.11) on work satisfaction. Strategies such as fair performance appraisal practices, merit-based recruiting, opportunities for training and development may further strengthen the productivity and growth of the clothing company. The clothing company should recognise and reward performance and achievements. Identify and utilise people strengths, delegating and giving them control and ownership where appropriate, is vital for the strength of the organisation.

According to Smith (2010) personal recognition is a powerful tool in building morale and motivation. An encouragement, a personal note from a peer or a supervisor does wonders in terms of boosting morale of the employee. The clothing company should encourage and reward loyalty by conducting regular pay/benefits reviews. Employers should appraise with incentives that are within reach of any member of staff who performs well. This might mean focusing on a different theme each month so that everyone has an opportunity to be recognised for their particular skills or strengths.

5.2.7.3 Involve and increase employee engagement

The findings have also emphasised the important role of supervisors in influencing turnover intention. The supervisor appreciation reflected moderate levels; therefore there is a need for supervisors to provide encouragement and support to workers because it is vital for the development of the company. Supervisors also need to play a role in giving clear guidelines, information and providing sufficient information on work matters and providing feedback. Employees need to be given a platform to offer ideas, feel free to criticise and commit to continuous improvement. By establishing a formal mentoring system, this will assist to strengthen supervisor-subordinate relationship. People are more committed and have higher levels of employee engagement when there is a process for them to contribute their ideas and employee suggestions (Smith; 2010). The company also need to empower their supervisors, equip them with human resource skills, people skills, communication skills, negotiation and problem solving skills. This gives them a sense of ownership and pride in their work. According to Smith (2010), the ability of the employee to speak his or her mind freely within the organisation, is another important factor in retaining employees.

He further states that organisations need to solicit ideas and create an environment in which people are comfortable in providing feedback. Employers need to work with their employees because they are the best resource and they know their jobs better than any expert.

5.2.7.4 Develop the skills and potential of the workforce

Considering that the respondents were moderately satisfied with meaningful work, there maybe a necessity for the organisation to consider remodelling the work itself. For instance less repetitive work arrangements can be presented to make work more stimulating. Job rotation maybe adopted to reduce dullness and boredom among the employees of the selected clothing company. Training and education motivates people, develop their mental capacity and make them more productive and innovative (Smith, 2010). Education and training is the key to the future of all employees. If employees are well trained, this will improve their level of confidence and pride towards their work and will also improve productivity and cost saving of the organisation. Continuous learning and improvement on training and development is the key to the success of the clothing industry and in restoring the dignity and pride of the industry as it is well known of the lack of skills because most employees have lower levels of education and has higher levels of turnover. The clothing industry need to learn new ideas and come with a turnaround strategy in order to improve job satisfaction, productivity and lower the levels of turnover. It is vital to keep employees happy at work because this could lead to higher levels of productivity, less absenteeism and high job satisfaction

Training and development is vital for the development of the company. According to Smith (2010) in his own words “well-trained employees are more capable and willing to assume more control over their jobs. They need less supervision, which frees management for other tasks”. Workers are more capable to respond to the questions of customers which build better customer loyalty. He further states that, employees who understand the organisation, complain less, are more happy and are more motivated. All this leads to better management-employee relationships.

5.2.7.5 Evaluate and measure job satisfaction

The clothing company should do a continuous evaluation and see whether there is an improvement on these elements of job satisfaction stated above and the entire organisational effectiveness. Continuous evaluation and never ending improvement is the last stage of the pride system. Evaluation is a non-stop activity that involves a specific cycle of steps focusing on job satisfaction and employee engagement (Smith, 2010).

The primary purpose of evaluation is to measure progress and determine what needs improvement. According to Smith (2010) continuous evaluation comprises, but is not restricted to, the measurement of attitudes, morale and motivation of the workforce. It includes the identification of problem areas that needs to be improved and the design and

implementation of an improvement plan. Good departments conduct a job satisfaction survey at least once a year.

Organisations have searched far and wide for the competitive advantage, the best equipment, technology, or the latest business fad. These provide only temporary solutions. According to Smith (2010), “the true competitive advantage is trained and motivated people proudly working together for a common purpose, contributing their vitality and energy toward the goals of the organisation”.

5.3. Limitations

This research focused on exploring the factors contributing to turnover intention at a large clothing manufacturing company in Cape Town. An analysis of the entire clothing industry in South Africa would have been beyond the scope of this project because the clothing industry is geographically located across South Africa, consisting of many employees inclusive of contract and permanent workers. The sample size consisted of 500 employees and a response of 30 % was obtained. The researcher is aware that the research would only be generalisable to this particular clothing company and possibly similar manufacturing companies within the clothing industry.

This research investigated factors contributing to turnover intention at a selected clothing company in the Cape Town clothing sector and provided recommendations to remedy the problem for only that specific clothing company even though the research can assist in other clothing companies as the problem seems to be likely the same. This is a general topic on turnover intention and job satisfaction; therefore this research can also assist other companies or organisations facing the same problem.

5.4. Recommendations for future research

The main objective of this research was to explore the factors contributing to turnover intention at a large clothing manufacturing company in Cape Town. Therefore further research may be conducted on how to retain employees at work and increase productivity.

In addition and with regards to future research, an early diagnosis and review of the key elements that will lead to a better working relations and restore the dignity of the clothing industry and maximise profits should be done quarterly in order to avoid the challenges that the industry is faced with.

5.5. Significance of the research

South African literature pertaining to factors contributing to turnover intention in the clothing industry is lacking. Therefore this dissertation seeks to add to the body of knowledge by conducting a thorough analysis of the above mentioned areas of research within a selected clothing company. This paper has the potential to provide the entire clothing industry with some guidance as to the factors related with turnover and areas that can be addressed to reduce it.

Job satisfaction is vital for the growth of the business. Providing a conducive work environment will improve employee morale and job satisfaction. By getting these key elements right is a competitive advantage that will retain employees, improve productivity, reduce costs and eliminate higher levels of turnover in the clothing industry. It is vital to keep employees motivated at work. The clothing industry needs to consider cautiously the features of the work environment that may be stressful. If they are addressed properly, turnover may be reduced, and productivity increased.

Although this research was conducted in a clothing industry, the research was not specific to the clothing industry only. Many organisations are faced with high levels of turnover, job satisfaction and job mobility challenges. The significance of the findings of this research is that it may be used in other industries as this topic was found to be generic.

A job satisfaction, turnover intention and job mobility questionnaire was explored. Only relevant items were used from a turnover intention questionnaire in order to develop the instrument used for this research. The researcher developed a conceptual model that shows the association between job satisfaction, turnover intention and job mobility.

5.6. Conclusion

This research provides the reader with an understanding of the challenges facing the clothing industry and provides recommendations on how to overcome these challenges in order to better the working conditions and environment for employees in the sector. Included in this research paper is a thorough analysis of the literature relating to turnover intention. The researcher shows a relationship between turnover intention, job satisfaction and job mobility and made further analyses in order to make it easy to understand. Various studies indicate that job satisfaction or employee satisfaction are vital to an organisation's success. In organisational behavior studies, job satisfaction influences other organisational variables like productivity, turnover and absenteeism. Therefore, it is vital for managers to keep employees satisfied at work as this has proven to lead to higher levels of productivity, less absenteeism and high job satisfaction. If the employees are satisfied at work, this potentially creates good working environment, increase productivity and reduce the levels of turnover in the organisation. A well trained workforce and satisfied employees are true competitive advantage as they contribute towards achieving the goals of the organisation.

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Appendix A: Covering letter to respondents

Faculty of Business
Graduate Centre for Management

Telephone: 021 460 9019

Dear Participants

I am Nqwenelwa Ncedo, a student from Cape Peninsula University Of Technology under the supervision of Dr Carly Steyn. I am currently completing my M-Tech: Business Administration, and have received permission from management to conduct research at your company. My research will investigate factors contributing to turnover intention at your company.

Purpose of the research

It is hoped that the study will contribute to the understanding of factors driving voluntary turnover in the clothing industry, and provide recommendations as to how industry stakeholders can address these factors and possibly reduce voluntary turnover within the industry. It is envisaged that by determining the reasons for employee turnover intention at a selected clothing company in the Cape Town Clothing industry and by providing possible solutions to remedy the problem, a better working environment and improved relations between management and staff will prevail.

The proposed study will therefore investigate factors contributing to turnover intention at your company through the use of a pen and paper questionnaire. Your participation in the survey is completely voluntary. Your responses will be treated as confidential and your name will not be linked to your responses.

Appendix A: Covering letter to respondents

The questionnaire will require the minimum time of 10 to 15 minutes to be completed, and there are no right or wrong answers. Just answer as honestly as possible.

Please complete the attached questionnaire and put it in the suggestion box next to the entrance door of your workstation.

Thank you for your participation. Please do not hesitate to contact me should you have any questions pertaining to the research.

Regards

N Ncede (Researcher)

021 467 2071

E-mail: nncede@gmail.com

APPENDIX B**Section1: Questionnaire Part A - Demographic Information**

Please read and follow all instructions carefully.

PLEASE ANSWER ALL QUESTIONS

Tick the appropriate response

1.

	Please tick
Male	1
Female	2

2. Age (in years): _____

3. Are you currently:

Tick the appropriate response

	Please tick
Married	1
Unmarried but living with a partner	2
Single	3

4. How many children do you have? _____

5. Qualifications: (mark highest level attained):
Tick the highest level attained only

	Please tick
Some primary school completed	1
Primary school completed	2
Some secondary/high school	3
Std. 10 (grade 12) or equivalent	4
Post school certificate/diploma	5
National diploma/National higher diploma	6
Bachelors degree or equivalent	7

6. Job Title: _____

7. Are you

	Please tick
Permanently employed	1
Employed on a contract basis	2

8. How long have you been working for this (your current) employer/organisation? _____ **Years** _____ **Months**

9. How long have you been in this line of work? _____ **Years** _____ **Months**

Section 2: Questionnaire Part B - Job satisfaction questionnaire

Please indicate your level of agreement or disagreement (where 1 = disagree very much and 6 = agree very much).

JOB SATISFACTION QUESTIONNAIRE		Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
		1	2	3	4	5	6
10	I feel I am being paid a fair amount for the work I do						
11	There is really too little chance for promotion on my job						
12	My supervisor is quite competent in doing his/her job						
13	I am not satisfied with the benefits I receive						
14	When I do a good job, I receive the recognition for it that I should receive						
15	Many of our rules and procedures make doing a good job difficult						
16	I like the people I work with						
17	I sometimes feel my job is meaningless						
18	Communications seem good within this organisation						
19	Pay raises are too few and far between						
20	Those who do well on the job						

	stand a fair chance of being promoted						
JOB SATISFACTION QUESTIONNAIRE		Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
		1	2	3	4	5	6
21	My supervisor is unfair to me						
22	The benefits we receive are as good as most other organisation's offer						
23	I do not feel that the work I do is appreciated						
24	My efforts to do a good job are seldom blocked by rules and procedures						
25	I find I have to work harder at my job than I should because of the incompetence of people I work with						
26	I like doing the things I do at work						
27	The goals of this organisation are not clear to me						
28	I am unappreciated by the organization when I think about what they pay me						
29	People get ahead as fast here as they do in other places						
30	My supervisor shows too little interest in the feeling of subordinates						

31	The benefit package we have is equitable						
JOB SATISFACTION QUESTIONNAIRE		Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
		1	2	3	4	5	6
32	There are few rewards for those who work here						
33	I have too much to do at work						
34	I enjoy my co-workers						
35	I feel a sense of pride in doing my job						
36	I often feel that I do not know what is going on with the organisation						
37	I feel satisfied with my chances for salary increases						
38	I am satisfied with my chances for promotion						
39	I like my supervisor						
40	There are benefits we do not have which we should have						
41	I don't feel my efforts are rewarded the way they should be						
42	I have too much paperwork						
43	There is too much bickering and fighting at work						
44	My job is enjoyable						
45	Work assignments are often not fully explained						

Section 3: Questionnaire Part C - Intention to leave questionnaire**INTENTION TO LEAVE**

Indicate, on the scale provided, how would you rate your chances of leaving/resigning from this job.

	INTENTION TO LEAVE	Very low	Low	Uncertain	High	Definite
		1	2	3	4	5
46	In the next three months					
47	In the next six months					
48	Sometime in the next year					
49	Sometime in the next two years					

Section 4: Questionnaire Part D - Job mobility questionnaire**JOB MOBILITY**

Using the 3 point scale provided below, please indicate the likelihood of the following events occurring within the next two years.

	JOB MOBILITY	Not very likely	Uncertain	Definitely
		1	2	3
50	You will change your employer			
51	You will change the industry in which you work			
52	You will be promoted within your organisation			
53	You will be working with a multinational firm			
54	You will be based in another country			

THANK YOU FOR YOUR TIME IN COMPLETING THE QUESTIONNAIRE.

APPENDIX C

GRAMMARIAN CERTIFICATE

25 October 2013

Dear Sir/Madam

This serves to confirm that I have proofread and edited the research study entitled, "Factors contributing to employee turnover intention at a selected company in the Cape Town clothing Industry". The work done was perused, reviewed, corrected, amended, aligned, edited and incorporated into the whole research work by myself in my capacity as a Deputy Chief Education Specialist.

Yours faithfully

Vuyani Nohashe
Deputy Chief Education Specialist: General Education and Training
Western Cape Education Department
Western Cape