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THE FACULTY OF ENGINEERING AND THE BUILT ENVIRONMENT

DEPARTMENT OF QUALITY AND OPERATIONS MANAGEMENT

Title

Dissatisfaction in the Workplace and its Correlation to High Staff Turnover

By

Judith Mhlanga

201033538

We accept this dissertation as conforming to the required standard

SUPERVISOR:  Dr Oludolapo Akanni Olanrewaju
CO-SUPERVISOR: Dr Anup Pradhan

THE UNIVERSITY OF JOHANNESBURG

2019
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Department of Quality and Operations Management
University of Johannesburg, Bunting Road Campus
Auckland Park 2006, P O Box 524
Johannesburg
South Africa

Name: Judith Mhlanga
Telephone: 011 559 1169
Signature: J. Mhlanga
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I would also like to thank line manager Kate Hampton and the whole of the non-profit organisation for all their support and for allowing me to conduct a study based on their organisation.

It gives me great pleasure to have been part of such a great organisation, being exposed to so much experience and allowing me to learn so much.
DEDICATION

This thesis is dedicated to my single mother Gladys Mhlanga, and my siblings Portia Mhlanga, Nicholas Mhlanga and Mpho Sato and my best friend Junior Nkuna for their support and sacrifice while I was away on my studies. It is also dedicated to Dr Anup Pradhan and Dr Oludolapo Olanrewaju, for having endured so much for us as students taking their time in coaching us. May God bless you all for your time.
DECLARATION

I, Judith Mhlanga 201033538, do hereby declare that this research specifically indicated to the contrary in the text, is the result of my original work and that to the best of my knowledge and belief, it contains no material previously published or written by another person. It is being submitted to the Department of Quality and Operations Management at the University of Johannesburg in South Africa.

Signature ___________ Date _______________
ABSTRACT

The primary aim of this study is to explore the extent to which the casual factors identified in the study contribute to high staff turnover within a non-profit organisation based in Johannesburg, South Africa. The secondary objectives of this study are to: (i) understand how the working conditions and the management impact on the level of satisfaction of the employees; (ii) establish the reason for absenteeism in the organisation; (iii) identify what contributes to employee satisfaction, with a link to staff turnover; and (iv) find out the significance of employee engagement and interaction in the work environment.

Data was collected through semi-structured interviews and participant observations. To analyse the data, the study made use of content analysis. A non-probability sampling technique was used for the study through convenience sampling. Within the organisation, a sample of ten people per department were identified from each of five departments, namely The Finance Department, Bursary Management Programme Department, Marketing and Communication Department and the Development and Human Resource Department which sample size of fifty people in total. These fifty participants were chosen because they represent a natural spread of the organisation which consist one hundred fourteen people, as the organisation is small and consists of a limited number of staff.

Eighty per cent of participants reported limited availability of equipment and machinery for them to perform their daily tasks. It was observed that the organisation was using only one printer to perform the various functions of scanning, emailing, printing and copying of documents. Ninety per cent of participants were concerned that management did not provide sufficient resources and rewards within the organisation. Fifty per cent of participants owe the organisation annual leave workdays and sixty per cent of participants arrive at work later than 10h00 and leave before 17h00. Ninety per cent of participants are not happy in their jobs. Finally, all participants expressed their belief that employee engagement is necessary for establishing healthy and sound relationships within a work environment.
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CHAPTER 1: INTRODUCTION

1.1 Introduction

This chapter provides a framework for the study by providing a general background of a non-profit organisation, based in South Africa that operates locally and internationally, as the focus of the study. The field of the organisation’s expertise is introduced along with the key challenges that it has faced recently. This background is followed by a problem statement, which outlines the problem focused in this study and leads to the research question addressed by the study. The research objectives and scope are demarcated, followed by the rationale for the study. The chapter ends with a synopsis of the dissertation.

'NGOs' is an associated term for civil society organisations that range from faith- and community-based organisations, charities (welfare) and traditional organisations like social and sports clubs, to a host of other development and social forms of organisations working tirelessly within the social fabric of society. These organisations are commonly referred to as non-governmental organisations (NGOs), community-based organisations (CBOs) and faith-based organisations (FBOs). In the late 1990s, the Department of Social Development (DSD) established a technical team to work on the definition of a Non-profit Institution (NPI) for South Africa (Stats SA, 2014). The definition adopted was included in the Non-profit organisations and non-governmental organisations Act, 1997 (Act No. 71 of 1997).

According to Naughton (2005) absenteeism has severe and redundant impacts for productivity. The most understandable cost is that of organisational sick pay schemes and disability benefit, it also brings with it many indirect costs. The missing worker must be replaced when absent, this may also be done through the hiring of an extra body or by existing staff working overtime.

According to Vroom (1964) Job satisfaction is an alignment of thoughts that workers have concerning character they are performing at the workplace. Job Satisfaction is the essential component for employee motivation and encouragement towards better performance. According to Akinyomi (2016) employees' turnover positions a persistent challenge to most organisation worldwide. There is essentially no organisation that is invulnerable to employees' turnover; be it insignificant size or great size organisations, they are all exposed to employees' turnover.
1.2 Background of the Organisation

The organisation under study is a Non-Governmental Organisation (NGO), which is based in Gauteng Province, South Africa. The organisation aims at educating underprivileged and disadvantaged children across South Africa. The organisation consists of 6 Board members, an Executive Director (ED) and 17 employees as shown in the organisation structure depicted in Figure 1.

Figure 1: Organisation structure (adapted from Liezel, 2013)

The organisation provides financial support to primary and secondary learners who are academically strong and have a financial need. The organisation has a vision for developing leaders for South Africa who are committed to creating the society reflected in the South African Constitution. The organisation has changed over 800 lives since 2000, developed 420 young leaders to bring a change to their home and for the world and achieved a 100% matric success rate. Since 2000, the organisation has made the provision of educational opportunities to children across South Africa its core competency (Student Sponsorship Programme, 2014).
The organisation also runs mentorship programmes for students and offers parent workshops where family members are briefed on how to support their children throughout their academic careers. In addition, large companies outsource their bursary programmes to be run by this organisation.

Since it is an NGO, the organisation exists on the basis of contributions from institutions and individual sponsors. These sponsors come from South Africa, the United States (US) and the United Kingdom (UK) and enable the organisation to provide a five-year scholarship to academically distinguished students from lower-income households (Student Sponsorship Programme, 2014). These students undergo an application process where they are required to fill in and submit their applications across various schools or libraries in different regions. The organisation then collects and reviews these applications. The candidates are shortlisted and write entrance examinations on English and Mathematics. The applicants that meet the standard are then invited to an interview, which is followed by psychometric testing and orientation camps. Successful applicants are placed into the various top independent and public high schools that are partnered with the organisation, which have better personal growth and personal development opportunities.

The organisation has created partnerships with The American International School of Johannesburg, Kingsmead College and Sacred Heart School in Johannesburg; Pretoria Boys High School and Pretoria Girls High School; Selborne College in East London; Somerset College in the Western Cape; and St Andrew’s College in Grahamstown.

The scholar recruitment procedure is spread-out in reach and thorough in looking for students who will eventually be put on the program. Countless applications are gathered in urban regions, peri-urban zones, townships and peripheral territories of Johannesburg, Pretoria, East London and Grahamstown. The organisation accomplishes this through a system created throughout the years that comprises of feeder schools, network focuses, township-based training programs, not-revenue driven associations, and libraries. The effort is exercised every year, incorporating actuations in high-thickness regions. At last, the organisation has associations with different print and communicate media associations, which put out a call for applications.
Every application goes through a screening procedure to guarantee that every single mentioned record and scholarly reports are linked. This gives specific consideration to the researchers' scholastic outcomes – guaranteeing that the criteria is met as pursues: 70% + in English, Maths and Natural Science and a general report normal of 70% or more. The organisation takes a gander at the uncovered salary proclamations of guardians and gatekeepers, to waitlist students who originate from low-pay families.

1.3 Problem Statement

The practical management problem faced by managers at the organisation is that many employees within the organisation have high absenteeism which lead to non-attendance and some end resigning, which has resulted in a high staff turnover. The nature of the organisation as a non-profit organisation means that the dynamics by which it functions are not the same as those in the corporate world. Having noted such, the working environment is far more casual and flexible than the corporate environment. Employees at the organisation tend to have little focus or drive when conducting work responsibilities.

Absenteeism and late arrivals are a large cause for concern. These behaviours can be attributed to the lack of record and/or appropriate accountability for hours worked and sick leave taken by employees. A further problem is the attitude (psychology) surrounding the employees about the organisation they work, possibly based on the fact that this organisation is a non-profit organisation, which means that many people tend to not take the work they do, and services they provide seriously. This, in turn, has a detrimental effect on the attitudes of the employees to the communities they serve.

Majority of the work is carried out in the field, with employees often interacting and engaging with schools across the country. A large part of the engagement involves the handing out and collecting application forms, administering mentorship programmes and building sound relationships with the directors of the schools and sponsors. The nature of this type of work, and the fact that staff must rely on companies and other partners to make decisions, creates a tendency to regard time accountability fairly loosely, and once the fieldwork is complete for the day, many employees do not return to the workplace. This has a large impact on the productivity of the team and the organisation.
Within this organisation, there is a major division between the Board of Directors and the employees. Employees feel that there is a lack of communication and interaction between the two, considering the overall size of the organisation. The directors tend to dictate their expectations and requirements of the employees but are not present to experience the problems employees face on daily basis.

Absenteism is a significant problem in non-profit organisations and one which cost organisation hundreds of millions of rand annually. As well as bringing a financial burden to most organisations, absenteism has severe and unnecessary repercussions for productivity. The most obvious cost is that of company sick pay schemes and disability benefit, it also brings with it many indirect costs. The missing worker must be replaced when absent, this may either be done through the hiring of an extra individual or by existing staff working overtime.

The focus of this study is on exploring how the factors mentioned above contribute to the high staff turnover within this organisation in order to investigate impact of dissatisfaction in the workplace and how it correlates to high staff turnover. With the significant, unique and specialised characteristics, it is necessary to increase education training and the management of non-profit organisations by understanding the requirement of employee satisfaction and understanding the special working environment of the organisation (Hu, Cui, Xiao et al., 2014). Hence, the formulated problem statement is that employee engagement and working conditions available in the organisation may have impact on absenteism and employee turnover ratio.

1.4 Research Questions

1. How does absenteism contribute to the high staff turnover within the organisation?
2. In what manner the lack of employee engagement contributes to the high staff turnover within the organisation?
3. How lack of leadership contributes to the high staff turnover within the organisation?
4. How lack of job satisfaction contributes to the high staff turnover within the organisation?
1.5 Research Aim and Objectives

The primary aim of this study is to explore the factors contributing towards the level of satisfaction and its correlation to high staff turnover in the organisation.

The specific objectives of the study are as following:

1. To understand how the working conditions and the management impact on the level of satisfaction of the employees.
2. To establish the reasons for absenteeism in the organisation.
3. To identify what contributes to employee satisfaction with a link to staff turnover.
4. To find out the significance of employee engagement and interaction in the work environment.

1.6 The Scope of the Study

The population under study is the government sector only and not the private sector. The study may only be applicable to specific non-profit organisation, and not to all NGOs in South Africa or on a global scale, because various NGOs operate and are funded differently. Other indirectly related topics such as the resources required for employees to perform their daily tasks, whose absence might hinder their performance, are not included in the research.

Employee dissatisfaction lead to factors such as absenteeism and employee engagement, which is a critical issue in South Africa and one which cost organisation hundreds and thousands of Rands every year. Just as carrying a money related weight, absenteeism has serious and pointless repercussions on efficiency. The organisation needs to wipe out pay plans and incapacity advantage, which has been adding unnecessary backhanded expenses. The missing employees must be supplanted either by employing an additional body or by providing overtime hours to existing staff. However, this disturbance carries additional ramifications for clients who may be liable to delays.

1.7 Rationale for the Study

The rationale for conducting this research lies in the literature consulted, as literature gives a whole review to the research. The benefits of undertaking this study will help management determine the factors causing the high staff turnover in the organisation, which has been negatively affecting the overall performance of the organisation such as its productivity and customer service. The study aims to determine various ways of improvement and various
models that management can adopt and implement within the organisation that will help in alleviating the problem and contribute knowledge toward providing a solution. This allows for transparency within the organisation to circumvent employee dissatisfaction. The study plans to educate management on leadership and how the managers’ roles can contribute to alleviate the problem.

1.8 Limitations of the Study

The scope of research is dissatisfaction in the workplace and its correlation with high staff turnover. The study only considered one organisation in the non-profit sector; therefore, the findings cannot necessarily be applied to other types of organisations, such as corporate or government. The study involved a specific case study of one non-profit organisation and although the insights gained may be useful for other non-profit organisations, they cannot be applied completely because every organisation has different environmental factors. This research also seeks to describe causal factors and does not seek to propose definitive solutions to the problem.

1.9 Organisation of the Dissertation

The dissertation is organised into five chapters summarised below.

Chapter 1: Introduction
Chapter 1 presents the background to the research, problem statement that the study seeks to investigate, research questions and objectives, purpose of the research, significance/implication and limitation of the research. Furthermore, this chapter gives an overview or a plan of how the research is going to be carried out.

Chapter 2: Literature Review
In Chapter 2, the structure of the study primarily aims to discourse a research problem within the NGO sector, with the intention of providing a feasible solution or recommendations. The chapter endeavours to build on the work of others by highlighting important factors that address the objectives of the study.

Chapter 3: Research Methodology
In Chapter 3, the various research design techniques are examined, and the most appropriate methodology discussed. A qualitative research methodology was adopted in the study to answer the research questions. The data was collected through the use of
participant observation and semi-structured interviews, which helped to provide results by fully expressing and discussing the opinions and views of the sample.

Chapter 4: Results and Discussion
Chapter 4 presents and discusses the results of the study. The results captured are aligned to the subsidiary objectives of the study, which enabled the study to provide solutions. The chapter further discusses the findings in comparison to the literature. The results are illustrated using tables and charts.

Chapter 5: Conclusion and Recommendations
Chapter 5 provides conclusion based on the subsidiary objectives of the study. The conclusion is derived from the findings of the research. Recommendations are further provided to help solve the practical management problem.

1.10 Chapter Summary
This chapter presented the problem statement; research questions which were formulated from the problem statement, research questions, significance of the research, limitations, etc. The study established the primary reason for a number of high disputes in NGO regarding absenteeism and high employee turnover, and therefore a need to investigate the impact of employee dissatisfaction on turnover.
CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

The objective of this chapter is to review the relevant published material from various sources related to the topic of the study. According to Yao and Huang (2018), the main purpose of a literature review is to help the researcher develop an understanding of and insight into concepts that are similar to those covered in their topic, with the aim of providing a framework of critical thought for the study.

This literature review is aimed at enabling the research to relate the thought and findings of various authors to this study and find comfort in providing recommendations to determine and eliminate the cause of the high staff turnover through use of various techniques. Certain factors such as absenteeism, employee engagement, leadership and job satisfaction are discussed with a view to providing solutions to the current situation in the organisation. The study does not focus on measuring other factors. However, certain other factors are taken into account where relevant.

Figure 2 below presents the conceptual framework which provides an overview of literature review relevant to address the problem statement of this study:

![Conceptual framework](image)

The conceptual framework of this study is developed to establish that job satisfaction practices utilised by employees affect turnover, which is consistent with the Becker, DeGroot and Marschak’s theory on the human capital theory (Brenner, 2019). The human capital theory indicates that organisations create resources from within only when ventures in employee skills are justifiable in terms of future productivity.
2.2 Working Conditions and Management's Impact on Job Satisfaction

Chen, Chang, and Lin (2014) regarded leadership as a special power, featuring that a group of people considered that another group of people could regulate their behaviours. Management style encourages members and make them confident in accomplishing organisational goals (Mancha and Yoder, 2015). Organisational behaviour constitutes attitudes and behaviours of individuals and groups in organisations, which is what makes employees distinct from one another. Every employee has their own interests, aspirations and expectations within the working environment. Organisational behaviour reveals how employees are committed employees to the goals of the organisation and how satisfied they are within their jobs or line of work (Gibson, Ivancevich, Donnelly and Konopaske, 2012). Leadership gives employees a purpose to work hard to accomplish organisational goals (Lee, Lin, Lin and Lu, 2014).

Employees’ working conditions are a major determinant of their job satisfaction within the workplace because of the major impact these conditions have employee’s ability to do their work. According to Grogan (2005), it is the employer’s responsibility to provide their employees with reasonably safe and healthy working conditions. These include the provision of working and efficient machinery and the equipment required for them to perform their operational tasks on a daily basis. When employees are limited in terms of machinery and equipment, they become less motivated towards their work and their performance levels decrease.

Pons and Deale (2007) state that every employee in South Africa has a right to fair remuneration in accordance with their skills, experience and knowledge as well as their effort and loyalty devoted to the employer. As long as employees tender service, they are entitled to be paid their earnings and other benefits under their applicable contracts.

Employees’ working conditions also include working hours. South African labour legislation specifies that workers should not work for longer than 45 hours a week, without being remunerated for overtime (Grogan, 2005). The rate of overtime is more than half times the normal wage (Grogan, 2005). This should not differ according to the type of organisation and should be applicable whether the organisation is a private business, a governmental or a non-profit organisation.
Karati and Yuksekbilgili (2014) pointed out management as the process of action changing behaviour, where behaviour considered such process as legal and the changed behaviour would conform to individual goals. It is believed by Acciaro, Vanelslander, Sys, Ferrari, Roumboutsos, Giuliano and Kapros (2014) that unfair conduct, which also has an impact on job satisfaction, is a wider concept than unfair discrimination because conduct may be unfair without being discriminatory. Unfair conduct can be described in terms of promotion, demotion, probation, provision of benefits to the employee and bias during conflict. In no way should an employee of an organisation feel isolated from decision making relative to their job, nor should they feel that they are side-lined. As much as it is the employer's responsibility to communicate and share information with employees, it is also their responsibility to take initiative and engage where necessary. Employees may have a valid complaint provided that they indicate and justify to the employer why they feel unfairly treated, such as by giving an indication of qualifications or experience. The employer should also provide reasoning as to why that employee was overlooked. Mulki, Caemmerer and Hogged (2015) state that leaders have a particular role to play in ensuring that employees are not unfairly treated, which involves challenging the original frame by doing things differently, stimulating the organisation, leading the change effort, communicating and involving people in decision making. It is the role of management to ensure that there is quality within the organisation and that employees are satisfied and happy.

A demotion occurs when the employer decides to change an employee’s terms and conditions, such as by reducing their salary, responsibility or status (Grogan, 2005). This usually only occurs when an employee begins to become less committed and productive and has been issued with a warning; however, this may differ for employees that work for a non-profit organisation. One may find that often in non-profit organisations, employees’ responsibilities are increased due to limited staff numbers, but remuneration does not increase accordingly.

Management and leadership affect the level of job satisfaction of employees within the work environment. Acciaro et al. (2014) referred leadership as chiefs and supervisors leading the subordinates, with proper methods and actions, to become a group to achieve tasks with collective efforts. Leadership is perceived to be an influence that individuals exert upon the goal achievement of others in an organisational context. Leadership within any organisation plays a pivotal role in the success, environment and attitudes of their employees. Leadership
Dissertation 2019

can be defined as “the ability to lead and inspire others to reach a goal” (Kuo, Lin and Lan, 2013). According to Robbins, Judge and Odendaal (2009), people on average are satisfied with their jobs; however, they tend to be less satisfied with their pay and with promotion opportunities, which can be influenced by the leadership of the organisation.

Furthermore, effective leadership exerts influence in a way that achieves the goals and objectives of the organisation by enhancing productivity, innovation, job satisfaction and commitment of the workforce. Individuals that possess titles within the organisation such as managers, executives and directors play a major part in the decision making of the business. The culture, satisfaction and atmosphere of the environment are greatly influenced by the leader or the person in the management position of an organisation. It is the responsibility of this person to understand and know their employees by assessing their expectations, needs and requirements. Employees work for a variety of reasons and most have different needs as a whole, as indicated in Figure 3 below. Leaders should understand these needs in order to satisfy them.

![Figure 3: Maslow’s hierarchy of needs (adapted from Banks, 1997)](image)

According to Karati and Yuksekbilgili (2014), leaders behave differently, which may have consequences for an employee’s job satisfaction and the structure of the organisation. The leadership characteristic of consideration takes into account the extent to which leaders are approachable and indicates personal concern for employees. Initiating structure or directive
behaviour of a leader is explained as the degree to which a leader concentrates on group or organisational goal attainment. Although a leadership position attracts certain benefits, various situations place leaders in challenging situations from time to time.

An initiating-structure type of leader may decrease job satisfaction and level of performance, when employees are under a high degree of pressure due to deadlines, unclear tasks or external threats. However, when the tasks are satisfying, needs for consideration are reduced, referring to Lee and Lam (2016), job satisfaction includes three dimensions of accomplishment satisfaction, satisfaction with oneself, and reward satisfaction. The overall reliability coefficients of accomplishment satisfaction, satisfaction with oneself, and reward satisfaction show 0.84, 0.86, and 0.80, respectively. Therefore, it is important for the leader to share information clearly so that all employees fully understand and know what is expected of them. In a work environment where employees lack knowledge as to how to perform their jobs and where organisational values and goals are ambiguous, the consideration type of leader becomes less important and the initiating structures role comes into practice.

Other types of leader behaviours are participative behaviours and supportive behaviours Lin, Wang and Wang (2016), which affect the job satisfaction of employees within the work environment. Leaders that possess participative behaviours often involve employees in the decision-making process, which makes them feel valued and appreciated and as a result they become loyal to the organisation. Leaders that practise supportive behaviours within the organisation always encourage employees to perform well. Hence, employees do the best that they can in order for them to grow within the organisation and contribute positively to the goals of the business. This is set out in the Path-Goal theory outlined in Figure 4 below.

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<td>Supportive</td>
<td>Employee characteristics</td>
<td>Job satisfaction</td>
</tr>
<tr>
<td>Consideration</td>
<td>Environmental factors</td>
<td>Acceptance of leader efforts</td>
</tr>
<tr>
<td>Directive/initiating structure</td>
<td>Working conditions</td>
<td></td>
</tr>
</tbody>
</table>

![Figure 4](image-url)
Figure 4: Path-goal theory (adopted from Johns, 1996)

According to Raziq and Maulabakhsh (2015), numerous organisations neglect to take into account the importance of the workplace for representative occupation fulfilment and because of this court a great deal of trouble amid their work. Organisations that are internally frail in this way are unable to bring imaginative items onto the market to surpass their rivals (Aiken, Clarke, Sloane, Sochalski and Silber, 2002).

Work is a fundamental segment of the time spent accomplishing the mission and vision of a business. Employees should meet the execution criteria set by the organisation to guarantee the nature of their work. To meet the guidelines of the organisation, employees require a workplace that enables them to work openly without issues that may limit them from performing up to the level of their maximum capacity. The aim of this study is to break down the effect of the workplace on employee occupation fulfilment.

As indicated by Lee, Shin, and Greiner (2015) discovered that job satisfaction notably affected employees’ intention to stay, occupation fulfilment is an introduction of feelings that employees have towards the job they are performing at the workplace. Occupation fulfilment is a necessity for employee inspiration towards better execution. Numerous individuals have characterised work fulfilment throughout the years. Cheng, Mauno and Lee (2014) studied the characterise work fulfilment as the coordinated arrangement of mental, physiological and natural conditions that allow employees to consider themselves fulfilled or content with their employment. Further, the job of employees in the working environment is underlined as different components influence a worker inside the organisation.

Lacasse (2015) contends that if employees are not happy with the work assigned to them or are unsure about certain components, such as their rights; unhealthy working conditions, unfriendly colleagues, the director does not acknowledge them and they are not considered in the basic leadership process, they may feel separate from the organisation. Moreover, Lacasse (2015) suggests that in the current business environment, organisations are not able to manage the cost of disappointed employees as they are unlikely to perform to the guidelines or the desires of their director, and eventually their employment will be terminated.
This process and the consequent enlisting of new staff bring with them extra expenses. Along these lines, it is advantageous for organisations to create an adaptable workplace for employees, where they feel that their endeavours are esteemed, and they are part of the organisation. High representative assurance is reflected in the execution of duties. With low resolve, employees will endeavour less to make positive strides.

The study has distinguished five important factors that separate "stayers" (individuals focused on the organisation, who have completed two years) from "leavers" (individuals intending to leave in two years or fewer). The enter features are confidence in the association then initiative, space aimed at enabling workers to cultivate, a reasonable trade among organisation and worker, a domain for progress and expertise, and impact. Components that affect commitment incorporate the workplace, prizes and acknowledgment, professional advancement, administrator/pioneer, pay/compensation and a worker organisation esteem coordination.

For some scholars, the workplace stands out amongst the most vital aspects in the maintenance of the employee (Denton and Zeytinoglu, 2005) and individuals endeavour to labour and to remain in enterprises that present an optimistic workplace (Ramlall, 2003). Employees' interpretation of the organisation that employs them is linked to their association with the administrator of the organisation (Basak and Gajbhiye, 2018; Christi et al., 2018; Hanafiah et al., 2017). Acknowledgment from supervisors, colleagues, associates and clients upgrade the unwaveringness and maintenance of the employee. A few studies have shown a link between remuneration and worker maintenance, with remuneration imperative for drawing in and holding talent (Watson and Tower, 1999).

Professional improvement is likewise imperative for worker maintenance. Workers are quick to improve in their profession. An organisation that intends to reinforce its bond with workers must invest in their improvement. Ferry, Prince, Brayne et al. (2005) also supports the idea that to attain the upper hand, organisations require skilled and gainful workers, with workers requiring vocational advancement to improve and develop their capabilities. Freyermuth (2007) likewise suggests that the organisation must prepare pioneers to help the workers and to assemble the workplace where labourers need to remain.
2.3 Absence Within the Organisation

Absenteeism in the work environment can be defined as a habitual pattern of absence from a duty or obligation. According to Slack, Corlett and Morris (2015), various factors contribute to absenteeism as a whole. The particular study has pointed out that how an employee feels about their place of work and how they are treated greatly influence their work attendance.

Time has seen organisations making great efforts to create and implement effective methods of curbing excessive absenteeism in the workplace. These methods, based on research, have been shown to improve employee attendance and subsequently impact other areas within the organisation positively.

According to Lan, Okechuku, Zhang and Cao (, employees are entitled to absence from work, in the form of sick leave, annual leave, family responsibility leave and maternity leave, and on Sundays and public holidays. However, the increase of the number of days of absence in an organisation in a specified period of time may have a detrimental effect on the productivity and performance of the organisation. Grogan (2005) perceives increase in the absence of work to be caused by lack of motivation in the workplace, lack of job satisfaction and the development of other interests. When an employee is happy with their job and their work environment, they look forward to commuting to work and to the challenges associated with their work. When an employee is highly satisfied, they work more hours than expected, without worrying about knock-off time. Grogan (2005) suggests that a satisfied, happy and motivated employee will usually not complain, but instead generally seek to find solutions rather than cause problems within the work environment.

Employees’ absenteeism from the workplace, even for a single day, has been estimated to cost the South African economy between R12bn and R16bn per annum (Illingworth, 2015). Absenteeism stems from minor illnesses, such as flu and stress, to more severe illness, such as mental disorders. It is extremely important and beneficial for employers to create a workforce with high morale, as this encourages employees to attend work on time and reduces their levels of stress and unhappiness, as a result increasing overall productivity (Illingworth, 2015).

In examining absenteeism and looking at the expenses associated with it, an organisation (Taylor, 1998) needs to take into account both the immediate costs, for instance instalment
of incapacitated recompense, and the indirect costs, for instance bringing down distinct items, making recommendations for a working situation and preparing the turnover. Research led by the Division of Trade and Manufacturing (Bartels, Wei and Mason, 2006) in the UK presumes that absenteeism forces noteworthy expenses on businesses. Keeping in mind that few expenses are straightforwardly money related (for instance, pay rates paid to missing employees who are not productive, or the expense of using impermanent labourers), some expenses are less effectively quantifiable (for instance, the effect on the assurance of different workers, or extra management time associated with overseeing non-attendance). However, the Bartels, Wei and Mason (2006) research also shows that organisations, although they are aware of the budgetary ramifications of non-attendance, do not gauge money-related costs other than the debilitating pay instalments. Despite the fact that expenditure on absenteeism containment can be massive, the outcome of the CIPD’s Employees Absenteeism Survey (CIPD, 2004) was that a limited 46% of the respondents noted the expense of disorder non-appearance. The findings of the study additionally demonstrate that, of the individuals who monitored the rate, word-related wiped-out pay was well on the way to being incorporated into the expense of non-appearance, followed by statutory wiped-out pay. Under half the managers surveyed incorporated the expense of substitution work, extra additional time or the effect of diminished execution into their estimates.

Dunn and Wilkinson (2002) indicate that the expenses of non-attendance are formed in numerous sequences with the most frequent cases being the instant instalment of wiped-out recompense to representatives and the expenditure of paying exchange work a double instalment in the case of absenteeism. With the end goal of quantifying the overall outcome of absenteeism.

As the power of occupation fulfilment can anticipate an employee’s goal level, the level of employment fulfilment of new workers, and the height of responsibility they will reach in the organisation, the impact of human asset practices that stop the improvement of aims should be considered. Human asset practices ought to incorporate enrolment and enlisting, remuneration and advantages, preparing and improvement, and supervision and assessment. In contrast, many organisations do not have structures set up to effectively hold their employees Dunn and Wilkinson (2002). Where the retention of the most productive and innovative workers of an organisation is inside the organisation’s control, the leaving of
these employees due to the absence of appropriate HR structures makes employee turnover a reason for concern (Martin, 2011).

Collins (2001) divides the motives for non-attendance into agreed and unplanned, here and now and long haul. Here and now or spontaneous non-appearance is principally identified with debilitated leave because of real disease. Different reasons include ailment of family members, loss, day-care courses of accomplishment at rapid notice and are more active at the end of the week. Long-haul spontaneous non-appearance incorporates authentic disease, negative emotions about the job or different issues at work that bring about pressure-related or comparative ailments. In the arranged non-appearance category, the DTM incorporates statutory leave, and other leave to which a business has some commitment, including maternity, paternity, religious occasions, vacation breaks, examination leave and exchange association obligations. Arranged non-attendance, as indicated by the DTM, can be classified as extended haul and here and now.

Taking Collins’ (2001) analogy further, the underlying activities of getting employees onto this transport and of ensuring that they are contented and beneficial is the obligation of human asset offices, which should direct critical impact in the right way.

As the portability of individuals’ required aptitudes and ability appears to be high in South Africa, absence of mastery is a genuine danger to organisation development in this country. Different companies can conceivably profit by receiving prepared workers, the expenses of which preparation remain for the previous manager (Jackson and Schuler, 2005). It is in this way likely that employee non-attendance is an outcome of inappropriate HR practices in most cases. This is especially true where conditions are non-standard. For example, employees leave if they are not connected to professional associations by legitimate HR practices.

Accordingly, reference must be made to the results of studies on employee turnover. As indicated by the findings of the CIPD Survey led in 2004, non-attendance related to home/family obligations was positioned 60 out of 120 for labour-intensive specialists and 60 out of 12 for non-manual labourers. Taylor (1998) recognises home conditions as a vital shrouded factor that causes non-appearance and suggests that elderly relatives and the consideration for distributed out youngsters may influence the capacity to go to work. As
indicated by Evans (1999), women’s non-appearance rates increase with increasing family members and decrease as the dependent children grow older. In the 1997 review by the Industrial Society, most supervisors distinguished disorder in the family, childcare and local obligations as the greatest reasons for non-attendance. This finding is supported by Reisenwitz and Wimbish (1998), who concludes that the main source of non-attendance among workers with young children is the difficulty in finding reliable and moderately inexpensive day-care.

The research of Huczynski and Fitzpatrick (1989) argues that abnormal amounts of assignment tedium with short occupation fulfilment due to general fatigue with the activity, absence of duty and test, poor working conditions and types of business-related pressure can all be related to non-attendance. These findings support the conclusions drawn by Taylor (1998), who analyses the connection between occupation fulfilment and workers’ tendency to be absent from work. Bevan and Hayday and (1998) furthermore note a connection between the drawn-out working of unreasonable hours and absenteeism among non-manual labourers. They suggest that vocation disappointment is one of the most ground-breaking indicators of absenteeism. With the end goal of enabling supervisors to understand absenteeism, Rhodes and Steers (1990) built up an "analytic model of representative participation".

Regarding the non-appearance of employees at work, Dunn (2007) affirms that failure to recognise the potential for high non-appearance may result in the advancement of inadequate strategies for managing the issue. Evans (1999) contend that the occurrence of “honest to goodness disease” as a reason for non-attendance appears undisputable; up till now studies tend to recommend that the issue of non-attendance containment be tackled through the use of suitable strategies. The principle aim of these non-appearance strategies is to influence individuals to come to work when they would rather be based at home. As indicated by Bennett (2002), employee non-appearance appears to be recognised in different foundations and elevated amounts of absenteeism can reliably be alleviated by the operation of stringent absenteeism administration preparations. Wilkinson and William (2002) contends that a contribution-control approach to absenteeism that is objective and specific to the organisation and implemented logically with lawful authorisations should prompt huge enhancements in employee contribution.
Dalton and Todor (1993) contend that organisations can radically decrease the degree of employee non-attendance by embracing strategies that stop rather than empower non-appearance. Essentially, Evans (1999) explain that the accessible writing on non-attendance administration has exhibited hierarchical strategies and methodology as being a part of the solution for non-appearance, not the reason for it. However, they propose that approaches pointed absolutely at controlling non-appearance can prompt larger amounts of non-attendance and suggest that administrators ought to progressively oversee participation. As indicated by Jones, Schonlau and Welch (1998), managers who present strict methodology for chronicling, checking and exploring affliction non-attendance get better participation stages. O’Reilly III and Pfeffer (2001) underpin this with the “woman in question” discoveries in connection with the Voluntary NGO Assurance, which has seen a 30% to 40% decrease in non-appearance rates following the presentation of a strict non-appearance observing and following framework.

As indicated by the Commissioned Institute of Peoples Development (CIPD, 2004) and Bevan and Hayday (1998), absenteeism overviews have dependably established that coming to work talk with are among the most generally used devices of non-appearance management. The finding of the CIPD (2004) review was that there had been a 2.5% expansion in the number of businesses that rated come back to work meeting as powerful. The Wedaga (2012) supports this view and states that having such a strategy set up to explore and examine absenteeism with an employee may prevent non-participation. Fowler (1998) trusts that arrival to work talk with s is apparently the most powerful constituent in ensuring that absenteeism is not treated coolly. Absenteeism reviews by respondents to the CIPD (2004) see the viability of coming back to work talk with s to be largely positive and trust this strategy to be the best instrument in non-attendance administration. Of the respondents to the overview by CIPD (2004), 81% used the come back to work talk with s following an infection of non-appearance. As indicated by PDAC (2014) the come back to work talk with can be used to examine the circumstances surrounding employees’ non-appearance levels.

Huczynski and Fitzpatrick (1989) conclude that employees in organisations not protected by “wiped-out pay strategies” tend to have to bring down their levels of non-appearance more than those secured by such plans. This reasoning is supported by Dalton and Todor (1993), whose findings prompted the conclusion that authoritative non-appearance rates may be
strongly identified with control arrangements, such as wiped-out pay arrangements. They also found non-attendance rates to be substantially higher for more permissive approaches. Griffith (2004) suggests that organisations are becoming less tolerant of the modest number of employees who are manipulating their wiped-out pay arrangements. As indicated by Jones et al. (1998), a few organisations are limiting or eliminating weary pay as a major aspect of their endeavours to diminish non-attendance. As per the Wedaga (2012), debilitating pay plans must be adjusted so that money-related help is provided to individuals who are truly sick, while keeping up the inspiration of others that stay at work.

Dunn and Wilkinson (2002) argue that disciplinary activity remains the typical authority against truants and this is perceived by most organisations as an ordered control 11 strategy. The organisations that took an interest in the 2004 CIPD review, 83% actualised disciplinary methodology for unsatisfactory non-appearance, and they evaluated disciplinary activity as being one of the best methodologies in the control of here and now non-attendance. This was nearly a 4% expansion on 2003 figures. These findings are bolstered by the discoveries of the Wedaga (2012), where 56% of respondents to their study executed disciplinary systems for unsuitable participation, and 35% of organisations demonstrated that they had rejected an employee for non-attendance.

In his 2004 study, Griffith found that 75% of managers had made changes to their arrangements regarding non-appearance administration in the previous two years, moving towards a metal corrective way of dealing with overseeing non-attendance, especially in the areas of assembling and creation. These findings are bolstered by the mineral late CIPD (2004) review, where the 1,110 reacting organisations recognised the three best strategies in managing here and now non-attendance as come back to work talk with, utilisation of control and line administration association. Fowler (1998) confirms that no powerful non-attendance administration programme can fail to deal with the issue of disciplinary activity.

The Wedaga (2012) suggests motivations such as “great contribution grants” can be used by an organisation to reward participation and to create a component of honour without fusing the grant into ordinary pay. However, employees of a who made use of extra plans did not have confidence that they were mostly significant. Fowler (1998) takes note that many organisations that give participation rewards trust that they diminish non-attendance rates; nonetheless, he points to the peril of good participation being remunerated monetarily
as potentially creating an understanding that participation is in excess of a standard work necessity.

2.4 Link Between Employee Satisfaction and High Staff Turnover

Employee satisfaction can be defined as an employee observing a feeling of contentment within their job spectrum (Sypniewska, 2014). In order to find appropriate candidates for any job in question, one of the key factors to ensure organisational success lies in recruiting suitable candidates to execute the job efficiently and effectively.

Motivation through rewards when implemented correctly increases employee satisfaction. As stated by Banks (1997), “rewards can inspire employee motivation, but only if managers match the right reward to the right employee”. There are various types of rewards that can be implemented by managers; these include money, promotions, job titles, attractive offices, bonuses and employee recognition. According to Banks (1997), employees must see a relationship between good work and higher earnings. They must see that returns vary according to various levels of performance and should have a general idea of salary levels. However, they should not have specific individual information.

Cotton (1993) posits the theory that there are many job characteristics that influence employee satisfaction and motivation. The most important of these are skills variety, tasks identity, task significance, and autonomy and job feedback. He defines these job characteristics as outlined in Table 1.

Employees have a sense of job satisfaction when they can grow intellectually within their job roles, as they are trained, and platforms are made available for them to express their ideas and talents. In this way, they feel that their opinions and actions are necessary for the growth of the organisation as a whole. Banks relates these characteristics to job satisfaction and satisfaction with growth in his Job Characteristics Model, as set out in Figure 5.

Table 1: Job Characteristics that Influence employee satisfaction (adopted from Cotton, 1993)

<table>
<thead>
<tr>
<th>Job Characteristics</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skills variety</td>
<td>The various activities in performing a job</td>
</tr>
</tbody>
</table>
Tasks Identity | Completion of tasks within an employee’s job
---|---
Task Significance | The impact and the influence a job has on other employees within the organisation
Autonomy | The independence required or necessary in the employee’s line of work
Job feedback | Clear communication about the employee’s performance of tasks in the job

Figure 5: Job characteristics model (adopted from Cotton, 1993)

Incentives and recognition play a vital role within the process shown in Cotton’s (1993) Job Characteristics Model and need to be executed frequently, as psychological theory has suggested that people who are appreciated are able to perform better and tend to exert more effort.

Heads of organisations are expected to bear the cost of creating satisfied employees by offering reasonable working conditions, being prepared to negotiate what is considered a sensible working day and presenting feedback on how well employees are performing.
Consequently, workers should noticeably show a positive attitude to work, follow directions and be loyal towards the organisation. The most complex difficulties for organisations in the developed world are to nurture and maintain talented staff, while staying competitive.

Cotton’s (1993) states that immense numbers of unfilled positions still exist in the expert, semi-expert and specialised occupation classes despite the high joblessness rate. He emphasises that, together with the activity shortage, there is a genuine absence of aptitude and ability and that the competition for ability is fierce. Along these lines, he underscores that administration ability is tied in with getting “splendid things” on board and getting the best out of them Cotton’s (1993). Standard administrative control strategies are in this manner no longer adequate for managing the moving environmental requests. Elective administration styles need to appear to set free the higher quality service levels essential in the hard-hearted practical allotment of the cutting-edge time and keep up with them by methods that sustain ability.

The ramifications of what can be viewed as unwholesome organisations seem to be that they decrease occupation fulfilment, provide less inclusion and promise to work, turn over aims, withdraw knowledge, promote psychological medical problems and result in abatements in profitability levels, and eventually loss of the upper hand in the market As a method of venting their frustration with fixed working conditions, employees may withhold energy and duty. It is intriguing to note that the enthusiastic (emotional) response arising because of a comparison between favoured, foreseen (or accepted as deserved) results and genuine ones has been connected to work fulfilment

The other side of this is that workers will trust that they have some impact on the bigger authoritative outcomes when they encounter a feeling of power over their own work and its outcomes. The claim that anticipation of work ending determines employee turnover should consequently not be overlooked due to its impact on what is portrayed as the absence of business security. As diminishing an employee’s expectations to stop may decrease the likelihood of possible staff turnover Brctton & Gold. (2003). Key employees leaving their positions will make work difficult for the rest of the workers and will subsequently ruin the organisation’s effectiveness. As per (Batt, 2000), it is speculated that where certain hierarchical changes occur, uncertainty may emerge.
Dissertation

The costs associated with expediting the employment of and instructing new employees and their impact on an organisation’s profitability fails to amount up to the expense of a destabilised workplace in an organisation whose most essential resources disseminate into the work showcase, devastating its capacity to keep an upper hand. Thus, organisations must be mindful of the needs of the outstanding employee that is alluded to as the "rising labourer". The outcomes of worker turnover for organisations can be associated with two gatherings: outside and inside. Outer results concern the client base of the organisation. The current employee’s client base may tail him or her in light of the kind of service that he or she renders to customers. The ensuing decrease in quality and quantity of services provided to the customer base and the loss of business to contenders will hurt the organisation monetarily (Mortimer and Lorence, 1989).

The inner results concern the profitability of the organisation and the resolve of individual workers. For instance, the expenses of enrolling, choosing and preparing new workers to get them up to a similar profitability level as the current representatives will trouble the organisation (Batt, 2000).

Naturally, employees’ prospects of creating individual associations with clients are greater when the service or item conveyed is unpredictable or customised, or when the measure of significant worth added to the client is critical. According to this rationale, stopping rates will be even more harmful to organisations that objective prevalent esteem requesting clients (Mortimer and Lorence, 1989). The new employees regularly don't perform as well as people that have left the organisation, expanding the likelihood and potential for the creation of misfortune. Decreased employee spirit and the resulting expanded turnover of residual workers, and in addition potential loss of future initiative, significantly affect the aberrant expenses of service organisations (Mortimer and Lorence, 1989).

An expansion in incompetent informal organisations, decreased member of staff agreement and subordinate communication among worker hierarchies can likewise be viewed as results of low maintenance levels In this way, ordering the factors that are related to a worker's expectation to leave or to stay with an organisation is fundamental, as an employee’s goal to stop work has an extensive immediate and indirect effect on the organisation’s main concern, The meaning of job satisfaction has developed over various
years. An examination of the conceptions of the idea by different authors is presented below with the aim of observing its course and movement.

Employment fulfilment was characterised by Mortimer and Lorence in 1989 as a positive enthusiastic state that comes about because of the evaluation of one's activity or occupation encounter. These authors expressed that fulfilment was an outcome of the acknowledgment of motivators and prizes - rewards that are predictable from desires and satisfy one's needs (Mortimer and Lorence, 1989). Bretz and Judge (1994) characterise work fulfilment as the individual specialist's emotional assessment of how much his or her prerequisites are met by the earth. As per their view, a fit between individual and authoritative qualities ought to instigate work fulfilment.

Occupation fulfilment is a passionate response to work that comes about because of an employee’s assessment of real outcomes and required outcomes (Rothmann and Joubert, 2007). It is typically clarified regarding social (i.e. a man’s social segment to an attractive or bothersome result) and dispositional measurements (i.e. intrinsic qualities of the individual) (Rothmann and Joubert, 2007). An individual will encounter work fulfilment if his or her individual limits, understanding and qualities can be used in such a way that they will offer the worker openings and prizes (Rothmann and Joubert, 2007).

Clark and Michuki (2009) point out that activity fulfilment incorporates a person’s discernments and assessments of an occupation, and these observations are influenced by the person’s conditions, including his or her needs, qualities and desires. People consequently assess their employment based on components that they see as being essential to them. The statements concur with the views expressed by Lehmann et al (1998) and Rothmann and Joubert (2007) in that fulfilment is portrayed as an abstract enthusiastic assessment made intentionally or unwittingly by the employee and is along these lines characterised as a pleasurable or positive passionate state that comes about from the evaluation of one's activity or occupation encounters.

2.5 Employee Engagement and Interaction Within the Work Environment

“Employee engagement is a term used to describe an employee’s attitude and disposition towards an employer, the employer’s mission and content of an employee’s work”
(Opportunity Knocks, 2011). An employee is less likely to seek other employment when they are generally satisfied, happy and engaged within their respective organisation.

In very few work environments are employees appreciated and their inputs taken seriously. Environments need to be established where the emotional and physical wellbeing of employees is prioritised. In this type of environment, employees will feel a sense of belonging and appreciation and are more likely to have the ability to perform better as the environment is less tense.

A 2009 study revealed that the most common employee response regarding job satisfaction concerned the effectiveness of the organisation as a whole and personal problems of the employees (Clark and Michuki, 2009).

Carroll (2006) states that those organisations that have better engagement from their employees are usually ethically sound, treat their employees well and offer effective communication methods. Employees perform better when they have managers who are honest, caring, transparent, supportive and express a willingness to listen (Mishra, Boynton and Mishra, 2014). Moreover, internal communication and engagement are best received when they come from a direct manager (Mishra et al., 2014). A paper by Saks (2006) puts forward that when employees receive greater support from their managers, they respond better and become more engaged in their job.

As indicated by (Clark and Michuki, 2009), intention to leave indicates to singular recognition instead of conduct and is viewed as a thoughtful stage connecting the attitudinal part of occupation fulfilment with the social segment of turnover.

These authors affirm that employees while working for one organisation may survey the business environment with the aim of investigating all the attractive work openings available. They then compare the value they derive from their present work with the value they hope to achieve in another activity. Leaving their current workplace, as a result of this inquiry action, happens when the present estimation of the normal value stream from an elective occupation is higher than that in the present business, taking into account any portability costs.
To stop genuine turnover with its outcomes that incorporate the immediate expenses of enlisting new employees and the indirect expenses related to the effect on the nature of the services the organisation provides, directors ought to eliminate its causes. With the end goal of developing the capacity to do this, directors need a reasonable comprehension of the meaning of the idea "Expectations to Quit". Understanding the basic psychological process that structures the premise of the expectation to stop and being able to recognise the irregularities identified with it allow directors to aim their activities at preventing such goals from appearing and combining in a turnover choice (Pienaar, Seiberhagen and Mostert, 2007).

As indicated by Hsu et al. (2003), the causal connection between expectation to stop and real turnover is generally acknowledged in the administration writing. The fundamental guideline is that conduct goal is an intermediary of genuine conduct. Diminishing disengagement can subsequently be accomplished by reducing an employee’s goal to leave (Hsu et al, 2003). Workers are more likely to stay with an organisation if their conviction that they significantly affect and enhance the organisation is constantly reinforced. Most likely, they would prefer to work toward their accomplishments in the organisation they currently work for than to misuse a prospect of advancing routinely up the stepping stool of progress by leaving the organisation rashly.

2.6 Chapter Summary

Dissatisfaction in the workplace, and its correlation with high staff turnover, is influenced by a number of factors, which are all interrelated. Job satisfaction and employee satisfaction are determined by the working conditions of the organisation and the leadership behaviour of the superiors who make the major decisions within the organisation. Working conditions and leadership behaviour are, however, determined by the values and the culture of the organisation. When employees are motivated, there will be an increase in organisational performance, productivity and profitability, but because of diversity in the workplace employees are motivated by a variety of things. Employee involvement and engagement also play a huge role when employees are involved in problem solving and decision making in the organisation as this results in their feeling valued. In the event that an organisation lacks in all the above-mentioned fundamentals, the organisation will suffer an increase in staff turnover.
CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction
This chapter outlines the methodology used in the research study. The main data-collection tools for this study were observation and interviews with employees. Interviews were conducted with the study sample in order to determine whether the employees that formed the sample were happy within the organisation for which they worked, and whether or not they intended to continue working there on a long-term basis. The interviews were the main source of information, with observations secondary to the interviews. The observations were a useful means of supporting the interview findings due to uninterrupted and complete access to the organisation. The significance of the study was explained to those individuals who took part in the interviews. The first section of this chapter describes the research design, which is followed by a discussion regarding the study’s data collection, data analysis, validity and reliability, and ethical considerations. The section on data collection methods explains the nature of the data, the tools that were employed and the sampling techniques, including the basis on which the sample was drawn. The details of the models adopted for study are presented and the data variables that were considered for this research are also addressed.

3.2 Research Design
Pragmatist research philosophy contracts with the facts. It claims that the choice of research philosophy is mostly determined by the research problem. In this research philosophy, the practical results are considered important. According to Jingqi et al (2014), pragmatism does not belong to any philosophical system and reality, and researchers’ have freedom of choice.

According to Neuman (2011), a research design involves a plan or structure for investigating strategies or a list of specifications, procedure for steering or controlling a research project and approaches to the communication of research outcomes. In other words, it can be described as a master plan which indicates the strategies for conducting the research. A research design serves as a master plan of the methods and procedures that should be used to collect and analyse data needed by the decision maker. Polit, Beck and Hungler (2001) describe the research design as a blueprint, or outline, for conducting the study in such a way that maximum control will be exercised over factors that could interfere with the validity of the research results. The research design is the researcher’s overall plan for
obtaining answers to the research questions guiding the study. Polit et al. (2001) state that designing a study helps researchers’ to plan and implement the study in a way that will help them obtain the intended results, thus increasing the chances of obtaining information that could be associated with the real situation. The research design is thus a deliberately strategic arrangement of conditions for the analysis and collection of data in a manner that aims to combine relevance to research purpose with the economy procedure (Pratt, 1992). Hence, the design carries a blueprint of what the researcher will do, from composing the commencement of the project and its operational implications to the final analysis of data.

The selection of this case study was based on factors that appear to be causing high staff turnover in the organisation. Referring to Lee and Lam (2016), job satisfaction contains dimensions of accomplishment satisfaction, satisfaction with oneself, and reward satisfaction. The authors reported that the overall reliability coefficients of accomplishment satisfaction, satisfaction with oneself, and reward satisfaction show 0.84, 0.86, and 0.80, respectively. Using a specific research methodology assisted in obtaining information from a representative sample of individuals within the organisation (internal employees) to reflect on various issues around the chosen topic. The qualitative research (case study) methodology was used, which is defined as an implementation involving an up-close and in-depth examination of a study (Sekaran and Bougie, 2013). Qualitative methodology examines how people attribute meaning to their social experiences and situations. This study used a qualitative methodology because perceptions of the employees would be subjective and based on their working environment.

This research took an interactive approach, through interviews and observation and argues that the overall organisational performance is affected by the rate of turnover, which is affected by several factors, mainly: absenteeism, lack of employee engagement, leadership and job satisfaction. Qualitative research is based on meanings expressed through words. Such meanings may be categorised and analysed, which in this study took place with the creation of a conceptual framework. Figure 6 shows the methodology employed throughout the study.
The research used a qualitative approach in designing the data-collection instruments. The interviews included open-ended questions that aimed at obtaining the participants’ opinions and views. The questions asked were investigative in nature and designed to obtain direct answers. Issues included in research objectives are presented in Chapter 1. The observations enabled the study to discuss the responses received from the participants. Semi-structured interviews helped in the analysis of the study data as participants were able to share their knowledge and experiences relevant to the topic of discussion.

3.3 Research Method

This study could be considered descriptive, rather than exploratory or unpremeditated, as it sought to describe the factors that contribute to high staff turnover. The primary focus was on how absenteeism, lack of employee engagement, leadership, and job satisfaction contribute to the high staff turnover and organisational success within the organisation. Wegge, Schmidt, Parkes and Van Dick (2007) used a modified form of the job descriptive index (JDI) to measure job satisfaction and other factors within the workplace.

The literature reviewed explains that job satisfaction within the organisation is important for its performance, productivity and profitability. When employees are not satisfied, happy and
motivated within their job spectrum, they are likely to seek employment elsewhere. This suggests that certain action needs to be taken in order to increase employee satisfaction to reduce the level of staff turnover.

The study used a qualitative method of research as it allowed her to examine how employees attribute meaning to their situation in the workplace and enabled the employees to share their views on the correlation between the dissatisfaction of employees and high staff turnover in their organisation.

3.4 Sampling Process

This section looks at the study population and describes the sampling design used to select the sample and the size of the sample selected.

3.4.1 Population

The population of a study refers to the entire group of people or things of interest that the researcher wishes to investigate (Sekaran and Bougie, 2013). According to Kotler and Keller, 2006), population is a group of objects study which a researcher is interested about when carrying out a research project. Parahoo (2014) defines population as “the total number of units from which data can be collected”, which may include individuals, artefacts, events or organisations. Gray, Grove and Sutherland (2017) describe population as all the elements that represents the focus for inclusion in a study. Gray et al. (2017) define eligibility criteria as “a list of characteristics that are required for the membership in the target population”

The population under study is a non-profit organisation located at Braamfontein, Johannesburg, in Gauteng Province of South Africa. This office employs about 86 staff in total. The investigation collected data from employees working within the organisation, not focusing on one department, but instead on a wide range of departments, such as finance, bursary management programme, marketing and communications, development and human resources.

3.4.2 Sample

A sample is a subset of the population and comprises some members selected from it (Sekaran and Bougie, 2013). Sekaran and Bougie (2013) define a sampling frame as a physical representation of all the elements in the population from which the sample is drawn.
The Human Resource list at the organisation contains the names of all permanent employees within every department in the organisation (refer to the organisation’s organogram set out in Figure 1 in Chapter 1).

The study chose a non-probability sampling design, in which the elements do not have a known or predetermined chance of being selected as subjects (Sekaran and Bougie, 2013). Convenience sampling was used to collect the information from members of the population who were conveniently available to provide it. Although this may not be reliable, it is a useful method when quick and timely information is required. Full access to the organisation was granted, which made it easier to make accurate observations relevant to the study. The ability to make accurate observations was increased by the length of the time she had been employed at the organisation. The convenience sampling allowed her to schedule meetings easily when necessary. A full access to the organisation was provided during the study, which resulted in no wastage of resources and time in gaining access to employees.

3.4.3 Sampling Size

Sample size refers to the number of individuals chosen for a study from a population. Babbie (2013) says that sampling is the act, procedure or technique of selecting a suitable sample or an evocative part of a population for the purpose of determining parameters or characteristics of the whole population sample. In qualitative research, there is no guidelines on influential sample size as it may change in size and type as research progresses, and sampling will continue until saturation when no new information is generated (Holloway and Wheeler, 2002).

The study focused on ten employees per department which consist five department with the total of fifty sample size, due to the time constraints of the research study and due to the fact that the organisation is small with a limited number of staff.

3.5 Research Instruments

Research instruments refer to the instruments or tools that were used in the study to collect data, identifying and evaluating the positioning strategies in the organisation.

3.5.1 Data-Collection Method

In line with the purpose of the study, qualitative data collection was chosen as it would enable the study to gain an in-depth understanding and explanation of the research topic.
There are various methods used for collecting data in this regard, such as interviews, questionnaires, observations and archived material (Welman and Kruger, 1999). For this research study, observations and face to face semi-structured interviews were used as the primary instruments for data collection.

According to Kruger and Welman (2001), the use of multiple data-collection methods helps to strengthen the answers acquired and improves the reliability and validity of the answers. The following sub-sections describe the methods and techniques used during the data-collection process.

3.5.1.1 Semi-Structured Interviews

According to Kruger and Welman (2001), interview guides are used in semi-structured interviews. An interview guide consists of a list of questions that are relevant to the given theme and that the interviewer uses during the course of the interview. For the interview questions used in the current study refer to the appendix A at the end of the dissertation. Although the interviewees were asked similar questions, the interviewer was able to discern the truth or falsehood of the interaction based on a number of factors. The advantage of semi-structured interviews is the flexibility they offer in obtaining information on the topic. Semi-structured interviews allow the interviewer to use investigations with a view to be clearing up ambiguous responses or to ask for explanations of incomplete answers.

The semi-structured interviews were scheduled between scheduling of meetings with relevant participants, before and after their scheduled annual leave or organisation site visits. A communication email was sent out to all participants notifying and reminding them of the study that was to take place and the specifics. Each interview was 45 minutes long. Only three participants were interviewed per day during their lunch breaks. This was an agreement reached with the executive management to avoid the loss of time from each employee’s daily duties.

3.5.1.2 Participant Observation

A full access was granted, which enabled to observe the organisational conduct and culture of the employees of the organisation. According to Sekaran and Bougie (2013), participant observations are useful where the researcher works for the organisation under observation. Through participant observations, the study was able to gather data by participating in the daily life of the group or organisation under study. This allows them to learn about the
activities of the group in a natural setting from an insider’s point of view. For this reason, in this study, the employees were observed for more than three months during her working hours. Kruger and Welman (2001) suggest that observation is a well-known method of data collection. In using the participant observation method of employees performing their daily tasks within the organisation, the study intended to comprehend reasons for the dissatisfaction of employees and their link to high staff turnover. This also helped the study to identify and describe the causal factors in this regard.

3.5.2 Data Collection Procedures

Permission to carry out the research at was obtained from the University of Johannesburg. This written permission was used as the introduction of the study to approach the sampled population to collect data. Appointments with participants were made through email, telephone and meeting personnel at the organisation. This was done so that the participants got prepared for the study. Questionnaires were distribution and administered manually to the participants. This helped to achieve a high response rate, observe non-verbal responses and offer opportunity for probing.

The study carried out a pilot survey before the actual survey. Piloting provided a guide for rephrasing questions to invite a richer response. Piloting included planning and testing all instruments. Participants were notified about the study in advance, and questions were phrased in a way that holds the participants attention.

However, the drawbacks of the distribution and administration of questionnaire were that, it was costly to make calls, high cost of travelling; some participants were turning out to be aggressive to the questions asked. However, proper procedures and planning helped to minimise the impact of those demerits noted.

3.6 Data Analysis

To analyse the data, the study made use of content analysis, which is an observational research method that is used to evaluate the symbolic content of all forms of recorded communications systematically (Sekaran and Bougie, 2013).

The study analysed the data through the use of the conceptual analysis technique, which establishes the frequency of concepts such as words in the context (Sekaran and Bougie, 2013). The study used conceptual analysis in the interviews to examine certain concepts
(for example, lack of motivation or disorganisation) that were used frequently by interviewees.

The study also used relational analysis to see how these frequently used concepts might influence each other in order to build relationships among them. Coding was used to group different themes in the text based on frequency of word or concept use.

3.6.1 Validity

Content validity was established by ensuring that the content included adequate and representative sets of items in the entire concept (Sekaran and Bougie, 2013). The study used the four factors of “absenteeism”, “leadership”, “employee engagement” and “job satisfaction” to determine the reasons for the high staff turnover. “Absenteeism” means that tasks are brought to a standstill, which means that work is delayed instead of being completed. “Leadership” refers to the decision making made by management which impacts on the lives of the participants: should management always motivate participants then they will work much harder. Through job enrichment, job enlargement, job rotation and decentralisation, employees feel valued and part of the organisation, meaning they would strive to be part of the solution and not the problem. Furthermore, they are more likely to engage with others and take initiative for the betterment of the organisation. When participants are satisfied, they think out of the box and perform better. In this context the more measures used, the greater the accuracy of the results reached.

3.6.2 Reliability

Internal consistency is a form of reliability that measures the homogeneity of items in the study (Sekaran and Bougie, 2013). Internal consistency in the case of this study looks at how the different factors measure the overriding concept (staff turnover) on their own. From the literature reviewed, “absenteeism”, “leadership”, “lack of employee engagement” and “lack of job satisfaction” all contribute to staff turnover independently and outside of their relationship with each other and thus demonstrate high internal consistency. The research study aimed to test whether this was true in the context of the organisation under study.

3.6.3 Data Presentation

The data collected were carefully organised and prepared for tabulation and coding, each question was checked to identify and eliminate errors that were made by participants. The checking was done manually. Each item was given a code number and responses were
categorised in preparation for data presentation. Percentages were used to determine response rate of subjects. Frequency tables and graphs were used to indicate responses on issues of concern.

Data analysis for the interview questions was done by using the latest version of common statistical software SPSS (Statistical Package for Social Science) to quantify and obtain patterns of the responses. All questions were individually analysed, taking into consideration all the available factors and supported with descriptive and inferential analysis.

3.7 Ethical Considerations

Participation in the research was voluntary and all data disclosed was treated with appropriate confidentiality and anonymity. It was ensured that the participants were protected from physical discomfort and personal embarrassment. In terms of informed consent, all legal requirements were considered in terms of disclosure of harm. The study followed seven principles of the Belmont Report, namely beneficence, respect for human dignity as well as justice (Polit et al., 2001).

3.7.1 Principle of Beneficence

This principle means “above all do no harm”. This principle contains broad dimensions such as freedom from harm and exploitation as well as the researcher’s duty to evaluate the risk/benefit ratio.

3.7.2 Freedom from Harm

In this study, no physical harm was involved, and care was taken when probing questions that could psychologically harm the organisation’s image. The participants were informed that if they felt that some parts of the questions were too much for them, they were free to choose not to answer the questions.

3.7.3 Freedom from Exploitation

Participants in a study should be protected from adverse situations. They should be assured that information that they provide, or their participation will not be used against them. The researcher-participant relationship should not be exploited (Polit et al., 2001).

3.7.4 Principle of Human Dignity and Right to Self-Determination
This principle includes the right to self-determination and full disclosure (Polit et al., 2001). This principle means that prospective participants should not be coerced into taking part in the study. Participants have the right to decide whether to participate without incurring any penalty (Polit et al., 2001). Participants were approached and the purpose of the study was explained. No remuneration was offered, and they were informed of the opportunity to withdraw at any stage of the research. Individuals who refused to participate were not forced.

3.7.5 The Right to Full Disclosure

Full disclosure means the researcher has fully explained the nature of the study, and the participant has a right to refuse participation. Self-determination is dependent on full disclosure (Polit et al., 2001). The aim and purpose of study, the type of survey and other data collection procedures were shared with the participants before commencing interviews.

3.7.6 The Principle of Justice and Right to Fair Treatment

This principle includes participants’ right to fair treatment and privacy. Fair treatment includes that the selected participants’ inclusion was based on the requirements of research.

• Non-prejudicial treatment of participants who refused to take part or those who withdrew.
• The participants had access to the researcher at any point in the study to clarify information.
• Sensitivity to and respect for the participants’ beliefs, habits, lifestyles, culture and emotions.
• Courteous treatment always.

3.7.7 The Right to Privacy

As the study was conducted in the participants’ natural setting, there was no intrusion of privacy regarding information provided. Anonymity was therefore upheld. Anonymity is the inability to link information to participants. The participants were assured of confidentiality verbally and in the written consent form.

3.8 Chapter Summary

The study used a variety of methods to conduct the study in order to fulfil the set objectives. Owing to the nature of the study, where the understandings and opinions of the participants were sought, a qualitative method instead of a quantitative method was applied. The qualitative method used narrowed the research to a more descriptive approach, which was
the aim of the study. The sampling processes took into account the study population, sample size, and selection method, with a non-probability sampling design used. Observations and semi-structured interviews were used to collect data. The data was analysed using content analysis and rational analysis.
CHAPTER 4: RESULTS AND DISCUSSION

4.1 Introduction

This chapter focuses on the results of the analysis of the main data collected through observation and semi-structured interviews. The purpose of the observation and the semi-structured interviews was to obtain an understanding of the dissatisfaction of employees and its correlation to high staff turnover. The results are presented and discussed in four categories relative to the study: (1) working conditions and management’s impact on job satisfaction; (2) absence within the organisation; (3) the link between employee satisfaction and high staff turnover; and (4) employee engagement and interaction within the work environment. Kruger and Welman (2001) state that once the research methodology has been established, the analysis and interpretation of the data relative to literature follows. This provides feedback on the research question posed by the study by addressing the objectives.

4.2 Working Conditions and Management’s Impact on Job Satisfaction

The data analysis revealed that 80% of the participants felt that there was limited equipment and machinery available for them to perform their daily tasks (Figure 7). Majority of the participants from two departments (Bursary, and Communication) indicated insufficient resources to have major effects on the level of job satisfaction.

The organisation still uses a Cathode Ray Tube (CRT) computer for the entire floor. A CRT monitor is bulky and takes up a large space of a working desk. It was also observed that the CRT monitor screens freeze, which requires multiple trials of switching the screen on and off. This can be an inconvenience and cause frustration among the employees. When employees are frustrated, they are inclined to make mistakes and are easily distracted. This affects their work performance and their productivity within the organisation and hence makes them feel incompetent. In addition, CRT monitors cause damage to the eye in a long term because they produce slightly fewer sharp images.
Figure 7: Responses on insufficient resources per department

About 80% of the participants further added that the organisation uses a single printer for scanning, copying and printing, which was confirmed during the observation. The use of one printer results in many delays because of the increased number of print jobs. The printer does not allow employees to perform more than one job at a time, and employees cannot print, scan and copy multiple documents at the same time. This was reported as an inconvenience, with participants often delayed in meeting their deadlines. The study observed a level of frustration amongst the participants, and also high level of complaints. The participants disclosed that they would prefer to work for an office with efficient and effective resources. As emphasised by Pons and Deale (2007), employees within an organisation are required to have all the necessary resources to perform their jobs well, although this does not give them the right to overuse the organisation’s resources. Limited resources cause delays and slow down productivity and performance (Grogan, 2005). Employees should be compensated according to their experience, knowledge and skills.

Regarding the impact of management on job satisfaction, the majority (90%) of the participants reported that management is often too demanding (Figure 8), as they do not provide the necessary resources needed for employees to do their jobs or provide any inspiration that will keep employees motivated. However, a distinct change in attitude and body language was observed during the interaction and especially when such questions were asked. All the participants from two departments (Bursary management, and Human
resources) blamed management for dissatisfaction. The participants further added that they did not feel part of the decision-making process within the organisation. Grogan (2005) states that in no way should an employee of an organisation feel isolated in decision making relative to their job. The participants expressed that there was a preference within the organisation, which was indicated by the way in which management resolved conflict. Grogan (2005) emphasises that unfair conduct is a wider concept than unfair discrimination; therefore, management should ensure that employees are all treated the same irrespective of their position or power within the organisation.

![Figure 8: Responses blaming management for dissatisfaction](image-url)

### 4.3 Absence within the Organisation

As stated by Johns (1996), the employee may not take annual leave hours while they are enjoying special leave privileges; however, employees also should not exploit the organisation’s time for their own benefit. In the organisation under study, the employees are obliged to work for 8 hours per day, 5 days a week with a guaranteed 30- to 60-minute lunch break, depending on the signed contract. Half of the participants informed that they had taken time off work to attend to errands at least once or twice; this had not been recorded as annual leave. As a result, they owed time to the organisation, as they had exceeded their limit for allocated annual leave days. Although the organisation’s time had already been lost, the participants still needed to work backwards to make up for the time lost.
A total of 50% of the SPOs interviewed admitted that because their job required them to interact with students through school visits and outings (Figure 9), they often did not return to the office even if the set daily programme ended much earlier than expected. Majority of the employees from human resources department were observed to be taking big advantage of annual and sick leave. The majority of them further added that they often did not keep record of the time they came into the office or the time that they left the office. They also did not keep record of the time they took for lunch. This was mainly because their line manager was more concerned with the end results and whether the employee had met the set objective.

![Figure 9: Taking advantage of annual and sick leave](image)

Furthermore, it was observed that 60% of the participants arrived at work after 10h00 and some left before 17h00 (Figure 10), which was also confirmed by the participants during the interviews. Most of the employees from communication department were reported to arrive late and leave early for the work. The leave record system of the organisation records the number of days of annual leave, sick leave, family responsibility leaves, maternity leave and responsibility leave. The leave form (shown in Appendix B) is often filled in by the employees alongside their signature and then authorised by management; supporting documents are also required to be submitted when necessary.
Figure 10: Employees arriving after 10h00 and leaving before 17h00

Table 2 shows a sample leave record system of the organisation. It was observed that there were negative values, which meant that some participants owed working hours or days to the organisation. This should not be the case as the employees are awarded 175 days per month, which accumulates per annum. Furthermore, participants 2, 4, 5, 7 and 8 owed the organisation working hours. This was confirmed by 50% of the participants (Figure 11). Most of the employees from marketing department were observed to owe more working hours to the organisation compared to other departments.

Table 2: Leave record system

<table>
<thead>
<tr>
<th>Participant</th>
<th>Leave Balance due to date</th>
<th>Leave Balance End 1st Semester</th>
<th>Leave Days forfeited</th>
<th>Jun</th>
<th>Taken</th>
<th>Jul</th>
<th>Taken</th>
<th>Aug</th>
<th>Taken</th>
<th>Sep</th>
<th>Taken</th>
<th>Oct</th>
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<tbody>
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<td>1</td>
<td>23.60</td>
<td>18.35</td>
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<td>-4.50</td>
<td></td>
<td>1.75</td>
<td>-10</td>
<td>1.75</td>
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<td>3</td>
<td>11.25</td>
<td>6.00</td>
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<td>4</td>
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<td>9.30</td>
<td></td>
<td>1.75</td>
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</table>
According to Robbins et al. (2009), job satisfaction and employee satisfaction is more or less the same thing. Job satisfaction is a positive feeling about a job that results from the evaluation of its characteristics. It was observed from the level of participants' complaints that most of them were not happy with either their job or what they were remunerated; consequently, they appear frustrated and lacked motivation at work. It was also observed that most participants often arrived at work later than the usual starting time; they lacked excitement and enthusiasm. They did not take initiative in solving problems or even doing more than what was expected of them.

It was expressed by 90% of the participants that they were not happy in their jobs (Figure 12), which was one of the major reasons for them seeking greater opportunities elsewhere. All the employees from finance and communication departments highlighted the effect of job and employee dissatisfaction. The participants further added that they were bored with their daily routines and would appreciate some job rotation, job enlargement and enrichment opportunities. However, job satisfaction is not only about working conditions but about the personality of the individuals. This means that people who are less positive about themselves are less likely to like their jobs. According to Robbins et al. (2009), people who
are positive are more likely to enjoy their jobs and those individuals that are negative lack striving goals and are more likely to give up when faced with difficulties.

![Figure 12: Job and employee dissatisfaction](image_url)

The participants further expressed that there were limited opportunities for growth because the organisation is an NGO. They did not feel challenged in their daily tasks and they often felt demotivated. They believed that it was management’s job to motivate them, by the provision of salary increases, reward and recognition for their work. Participants were discouraged as they felt that they were not being recognised for their efforts. The participants considered that they did a lot of work but were not compensated what they felt they deserved. The participants added that because they were working for an NGO, benefits were not offered to them as part of their salary package.
4.5 Employee Engagement and Interaction within the Work Environment

With reference to Robbins et al. (2009), the concept of employee engagement incorporates an individual’s involvement with satisfaction and enthusiasm within their job spectrum. Highly engaged employees have a passion for their work and feel a deep connection to their organisation. Disengaged employees do not bring enough time, energy and attention to their work. All participants from five departments felt very strongly about employee engagement (Figure 13). They expressed that there should be more team building exercises and activities within the organisation in order to maintain and establish healthy working relationships with one another.

![Figure 13: Importance of employee engagement and involvement](image)

It was observed that there had been only one interaction activity that had taken place during work hours for last several months. The participants expressed that team building exercises should occur once every two months so as to strengthen the team. This was considered very important because they often relied on each other for information and to complete tasks. They further elaborated that they rarely went on outings or had team building exercises. The organisation had not organised any training courses to help develop their skills for the benefit of the organisation.

All the participants stated that they considered employee engagement and involvement healthy and necessary for the productivity of the organisation, since employee engagement would enable them to build working relationships. Working relationships are important for a
social balance and sharing of information; when an employee has a friend or confidante at work, they are able to share ideas with each other and share in moments of distress. Work then becomes more fun and less burdensome, especially when participants dislike their line of work.

Furthermore, participants expressed that they felt they were not part of decision making in the organisation, which made them think that they were not valued or worthy of taking control. Job enrichment and enlargement enables faster skill development within the organisation.
4.6 Chapter Summary

The results from the analysis of data collected from 50 employees of a non-profit organisation was presented in this chapter. The data were collected on absenteeism, job satisfaction and employee empowerment. The overall responses of the participants is presented in Figure 14. The figure shows the total number of outcomes per topic. Refer to appendix C for detail responses.

Employees will always try to balance their work with what they are paid; therefore, they will do as much work as they think is justified by their salary package. Therefore, the more employees are paid, the harder they work; however, the less they are ‘paid’ the less motivated they become. Several factors keep employees motivated within the organisation; such as management and working conditions play a role, as do rewards and involvement, which is what management needs to account for.

The study found that most employees were not satisfied within their line of work. Job satisfaction is made up of several factors, as discussed in the literature review and in this chapter. These elements are interdependent. Literature indicates the significant effect that working conditions, leadership, lack of absenteeism, and employee engagement and involvement have on the organisation’s overall performance and productivity levels and
profitability.
CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the conclusions of the study and recommendations on the basis of these conclusions. The recommendations focus on various strategies and techniques that can be implemented by management within the organisation to reduce the level of high staff turnover. The chapter ends by outlining the limitations of the study and suggesting possible future research.

5.2 Conclusion

To recap, the objectives of the study are outlined below:

1. To understand how the working conditions and the management impact on the level of satisfaction of the employees.
2. To establish the reasons for absenteeism in the organisation.
3. To identify what contributes to employee satisfaction with a link to staff turnover.
4. To find out the significance of employee engagement and interaction in the work environment.

The findings are summarised below to satisfy each of these objectives.

5.2.1 Working Conditions and Management's Impact on Job Satisfaction

The availability of resources enables employees to perform their job efficiently and effectively. When employees are limited in terms of machinery and equipment, this often derails their daily operational tasks, which prevents them from achieving their set objectives. Frustration with limited and ineffective machinery was expressed by 80% of the participants. The management function and role are important when it comes to job satisfaction within the work environment; this is why it is vital for management to understand the organisational behaviour of their organisation. Management should lead by example, delegate tasks and communicate constructively with their subordinates. This does not seem to be the case with management at the organisation under study, as it was expressed by 90% of the participants that management does not provide any inspiration to keep employees motivated.
5.2.2 Absence within the Organisation

Absenteeism is a huge cost and disruption to any organisation. Absenteeism makes it difficult for an organisation to operate smoothly and attain its objectives, especially when employees fail to report for their jobs. Absenteeism is caused by several factors such as boredom within the business, which makes employees feel less challenged; lack of motivation to start and complete tasks; lack of promotion activities; job dissatisfaction; and lack of employee engagement or involvement at work. These are the reasons given by the 50% of the participants who owed the organisation time and by the 60% of the participants who arrived late for work.

5.2.3 The Link between Employee Engagement and High Staff Turnover

The organisation is an NGO, which is why it cannot afford to offer its employees certain benefits. However, 90% of the employees of the organisation feel that they should be awarded opportunities to grow within the organisation and awarded a better salary package as they are not happy within their jobs. Employee satisfaction is caused by a number of elements, which include work that enables the employee to interact with co-workers and management level, money and the allocation of challenging tasks. Employee satisfaction triggers a positive attitude amongst employees. A positive-minded employee takes initiative in problem solving and interacts with others.

5.2.4 Employee Engagement and Interaction within the Work Environment

Employee engagement and interaction within the work environment are necessary for the growth and development of the organisation; through employee engagement, relationships are established, which results in team-based work and effort. All participants reiterated the importance of this factor.

Individual employee qualities have a strong impact on the structure of significance of examined work perspectives. Reactivity on the part of employees likewise influences particularly among relations-arranged specialists. This implies that businesses should use different motivating forces when talking with individuals with various relativities and situated to various qualities, since they think about various aspects of work other than remuneration, before taking up an occupation. Relations-situated bank employees, for example, are
particularly happy with cutting-edge activity and with conditions other than accomplishment-arranged ones. Non-reactive employees, in contrast to high-responsive employees, are happier with content, circumstances, development, and salary. However, they are comparably happy through the activity all in all. The most part affect choices regarding taking up an occupation and fulfilment with the activity. Notwithstanding this, in general, occupation fulfilment is related mostly to those aspects (aside from salary) that are critical for taking up an occupation and rely upon the pre-prevailing qualities. In this way, whether these aspects are fulfilled impact work fulfilment and employee activity fulfilment especially relies upon their desires and goals, which are associated with their own qualities, being met at work.

5.3 Recommendations

The following recommendations are derived from the conclusions of the study.

5.3.1 Working Conditions and Management’s Impact on Job Satisfaction

The organisation should focus on attracting more investors and sponsors for funding purposes, which will equip the organisation in purchasing good quality and efficient computers. This will also enable management to purchase a greater number of printers that can be used for various functions. Having more than one printer will reduce the number of delays and paper jams and consequently idle time will be minimised. The attraction of more sponsors can be achieved through social media. This means that the organisation would need to work as a team in the updating of the website and other online platforms belonging to the organisation. Employees at the organisation should always be friendly towards their clients and treat the stakeholders well, as this could be used as a marketing strategy to share information.

Management must be trained to handle various cultures, diversity and behaviour within the organisation so that they are able to resolve conflict and address problems in the right manner to ensure equality. Management should be taken on traditional management, communication and human resource management training. The organisation should adopt and implement a performance appraisal system to assess employee, peer and management’s performance and behaviour throughout the organisation and provide
constructive feedback to individuals. The performance appraisal will enable management to identify concerns that exist among the employees that need to be addressed. Management will also be able to identify their shortcomings and find ways to overcome them for the benefit of the entire organisation.

5.3.2 Elimination of Absence within the Organisation

Absence can be reduced through keeping record of or tracking employee absence. The organisation needs to accurately track the financial liabilities associated with paid leave. According to Robbins et al. (2009), the organisation should use the track smart absence management system, which will ensure that employees do not abuse sick leave or go over their allotted number of approved absences. Management should also ensure that employees are not stressed when they are at work as stress can result in people missing work. For this reason, management should create an environment where employees feel comfortable with talking to managers about stressful situations and should provide tools for decreasing these types of situations.

5.3.3 The Link between Employee Satisfaction and High Staff Turnover

Management can increase employee satisfaction through the provision of bonuses and salary increases where possible. Communication is also important within the organisation; management needs to explain to employees what is expected of them. They should also ensure that employees fully understand the objectives of the organisation. Management should motivate employees by using a model such as Robins et al.’s (2009) job characteristic model. This can be implemented as follows:

- Skills variety: management should allow employees to make their own decisions regarding how they can perform their jobs instead of telling them how to do them. Employees feel valued when they can make decisions.
- Task identity: management should encourage employees to complete their work; this means giving them ample time to meet deadlines, instead of asking for tasks to be carried out in minimal time.
- Task significance: management should ensure that all employees’ jobs are important, with no one job being seen as better than the others; this will enable
employees to take pride in their work and encourage them to produce work of an acceptable or greater standard.

- Autonomy: management should allow employees to make decisions and be part of the problem-solving process where necessary. To achieve this, management should provide support and trust that the employees will do the right job.

Management should recognise employees for taking initiative and for exceptional performance. This includes acknowledging their efforts during staff meetings, saying ‘thank you’ and ‘well-done’ when necessary. This motivates employees to keep working and to be the best that they can be.

5.3.4 Employee Engagement and Interaction within the Work Environment

Management can achieve employee engagement and employee involvement through job rotation, job enrichment and job enlargement. These strategies will encourage teams to work together and establish sound relationships where necessary. When employees know and are able to perform one another’s role, a community is formed; when there is community, employees engage more. Job enlargement gives employees a greater responsibility, which keeps them challenged within their tasks. Job enrichment allows employees to plan, execute and evaluate their tasks without management dictating their roles.

According to Robbin et al. (2009), employee involvement is achieved through participative management and representative participation. Management should adopt and implement these three techniques for the benefit of the organisation. Participative management encourages decentralisation, which instils trust amongst employees and management. Representative participation allows management to give employees the opportunity or platform to take part in matters relating to work.

From literature review we have seen the central causes of dissatisfaction of employees in correlation with high staff turnover which are leadership and Working Conditions and Management’s Impact on Job Satisfaction; Absence within the Organisation; employee engagement and Interaction within the Work Environment.
There were several challenges that were identified within the organisation. One of the challenges was that lack the ability is employee engagement and involvement quality. As was noted by Doyle Trading Consultants (2005), quality work is of paramount importance in the marketability. Another challenge that was identified is the negative view on management and employee dissatisfaction of an efficient system which has resulted in the organisation failing to deliver their best.

With respect to effect of dissatisfaction is seen a lot on non-profit organisation reputation; loss of services viability, loss of professional reputation, break down in cooperation between parties which is prevalent when there is a dispute and it cripples an organisation badly. On the other hand, there is also a widespread recognition that because of the high incidence of disputes, the NGO sector is an accepted in the development of communities.

5.6 Future Research
For the future research, it is recommended that the dissatisfaction of employees in correlation with high staff turnover be researched in other non-profit organisations and in the private sector. It appeared that there is little or no published data on the dissatisfaction of employees in correlation with high staff turnover in be researched in non-profit organisations. Hence, access to the employee’s satisfaction cases would give a clear understanding and insight of the actual dispute suffered by organisation. Since that is where one can deduce the dissatisfaction of employees in correlation with high staff turnover within the organisations.
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Carroll, A.B. 2006. Trust is the key when rating great workplace.


Illingworth John. 2015. Continuous improvement of patient safety. The case for change in the NHS. The Health Foundation. 90 Long Acre, London WC2E 9RA. 978-1-906461-70-6


APPENDICES

Appendix A: Research Questions

Dissatisfaction in the workplace and its correlation to high staff turnover

Dear Respondent

You are herewith invited to participate in an academic research study conducted by Judith Mhlanga 201033538 a student in the MTech Operations Management at University of Johannesburg

The purpose of the study is to investigate the dissatisfaction in the workplace and its correlation to high staff turnover and determine the factors causing the high staff turnover

All your answers will be treated as confidential, and you will not be identified in any of the research reports emanating from this research.

Your participation in this study is very important to us. You may however choose not to participate, and you may also withdraw from the study at any time without any negative consequences.

Please answer the questions in the attached questionnaire as completely and honestly as possible. This should not take more than 15-20 minutes of your time.

The results of the study will be used for academic purposes only and may be published in an academic journal. We will provide you with a summary of our findings on request.

Please contact my supervisor Dr Oludolapo Akanni Olanrewaju at OludolapoO@dut.ac.za if you have any questions or comments regarding the study.

Yours sincerely
Section A

<table>
<thead>
<tr>
<th>Name</th>
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</thead>
<tbody>
<tr>
<td>Age</td>
<td></td>
</tr>
<tr>
<td>Gender</td>
<td></td>
</tr>
<tr>
<td>Language Proficiency</td>
<td></td>
</tr>
<tr>
<td>Highest level of Education</td>
<td></td>
</tr>
</tbody>
</table>

Section B

1. What is the culture of the organisation that you work for, substantiate?
2. Are you happy with the basic working conditions of your organisation, if yes explain and if no why?
3. Are you happy with the working environment of the organisation that you work for, if not why and yes explain?
4. Do you have basic efficient machinery and equipment to do your work on a daily basis?
5. What is your view on leadership at the organisation, explain by giving examples.
6. Would you change anything about the leaders in the organisation? If yes, state what you would change and why? If not explain.
7. Do you think the role that your leader plays within the organisation impacts your attitude, job satisfaction, your performance and productivity within the organisation?
8. How many times have you taken sick leave since April and why?
9. How many times have you taken annual leave since April and why?
10. Do you always submit a sick note when you take sick leave, if no substantiate, If yes do you always submit the supporting document?
| 11 | In the past for 12 months have you falsely taken any leave? (Example, in other words you reported sick, but instead you were just tired and wanted to take a break) if yes, explain why you falsely took the leave, if no explain why you would not do this. |
| 12 | Do you go on school visits? If yes do you always return to the office, if the school visit ends early? If yes do you always record the number of days in a year that you do the school visits, if not why? |
| 13 | What are you not happy when it comes to your organisation and why? |
| 14 | Do you feel valued within the organisation? Kindly substantiate whether the answer is yes or no |
| 15 | Have you been recognised for your work, performance, ideas and initiative within your work environment? Kindly discuss specifically. |
| 16 | Do you think what you are offered in terms of your package, matches your values added to the organisation and your level of performance, if not why and yes why? explain using specifics |
| 17 | Do you think it is important to establish relationships within the work environment, if yes why and if not explain why? |
| 18 | Have you done any team building have you done within the organisation in the past 4 months, if yes explain and provide list of explains if not why do you think it is important to have team building within the organisation? |
| 19 | Do you have a confidante at work, if not why, if yes why do you think it is important to have one? |
| 20 | Do you feel that you are part of the decision making within the organisation, if not kindly explain, if yes please give an example |
Appendix B: Leave Application Form

LEAVE APPLICATION FORM 20xx
NAME OF EMPLOYEE: ....................................................
CONTACT NUMBER: ......................................................
TODAY’S DATE: ............................................................

<table>
<thead>
<tr>
<th>Description</th>
<th>Leave Entitlement per Annum</th>
<th>Number of Days Taken</th>
<th>Date From</th>
<th>Date To</th>
</tr>
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<tbody>
<tr>
<td>ANNUAL</td>
<td>21 days per year</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SICK</td>
<td>36 days over three years</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FAMILY RESPONSIBILITY</td>
<td>3 days per annum</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MATERNITY</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>STUDY / TRAINING*</td>
<td></td>
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<tr>
<td>Course:</td>
<td></td>
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</tr>
<tr>
<td>Time OFF in lieu of Saturday Work*</td>
<td></td>
<td></td>
<td>Date Worked</td>
<td>Time Off requested</td>
</tr>
</tbody>
</table>

*Not official leave, just for record purposes.

EMPLOYEE SIGNATURE: ........................................
AUTHORISATION: ..............................................

OFFICE USE ONLY
<table>
<thead>
<tr>
<th>CALENDAR</th>
<th>PERSONAL</th>
<th>SUMMARY</th>
</tr>
</thead>
<tbody>
<tr>
<td>SHEET</td>
<td></td>
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</tr>
</tbody>
</table>
## Appendix C: Research Findings

<table>
<thead>
<tr>
<th>Question One – Is absenteeism monitored in NGO</th>
<th>100% of the organisation monitored absenteeism.</th>
</tr>
</thead>
</table>
| Question Two – By what method is absenteeism recorded? | 70% Manual System  
0% Mechanical  
7% Computerised System  
23% Combination of two or more of the above. |
| Question Three - Who records absenteeism within the org? | 23% Human Resources Manager  
38% Wages Department & HR Manager combined  
15% (general Manager)  
23% Department Manager / Supervisor |
| Question Four - Does the system facilitate data such as number of occasions, | 100% of the systems allowed for this analysis |
| Question Five job satisfaction | 30% Yes  
70% No |
| Question Six - Are employees questioned upon their return to work? | 100% answered yes to this question |
| Question Seven | Who conducts the return to work interview  
15% Supervisor  
46% General Manager  
39% HR Manager |
| Question Eight - Has the company ever invoked the disciplinary procedure for absenteeism? | 62% have  
38% have not |
| Question Nine - How does the store view absenteeism? | 34% saw it as a serious problem  
54% saw it as unsatisfactory  
16% said it had no cause for concern |
Question Ten - What are the main causes of absenteeism? Respondents asked to rate them in order.

<table>
<thead>
<tr>
<th>Cause</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
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<tbody>
<tr>
<td>Illness</td>
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<td>15%</td>
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<tr>
<td>Recurring Illness</td>
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<tr>
<td>Accidents at Work</td>
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<tr>
<td>Accidents Outside Work</td>
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<tr>
<td>Domestic Reasons</td>
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<td>12%</td>
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<tr>
<td>Sick Pay Scheme</td>
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<td>7%</td>
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<tr>
<td>Social Welfare System</td>
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<td>6%</td>
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<tr>
<td>Work Environment</td>
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<td></td>
<td></td>
<td></td>
<td>9%</td>
</tr>
<tr>
<td>Nature of Work</td>
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<td>11%</td>
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<tr>
<td>Mgt / Employee Relations</td>
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<td>4%</td>
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<tr>
<td>Stress</td>
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<td></td>
<td></td>
<td></td>
<td>16%</td>
</tr>
</tbody>
</table>

Question Eleven - Are there any specific measures adopted to reduce absenteeism?
The responses elicited included the following:

- Constant Monitoring
- Meeting with staff concerned
- Dealing with specific problems
- Providing support to staff
- Invoking the disciplinary procedure
- Referring staff to company doctor

Question Twelve - Does the NGO have a target rate for absenteeism?

- 14% have a target rate
- 86% do not have target rate

Question Thirteen - Has the absence rate changed in the past five years?
69% noted an increase
15% noted a decrease
8% noted no change
8% not applicable

Question Fourteen - Have you ever estimated the direct cost of absenteeism?
15% Yes
85% No

Question Fifteen - Do you operate / have you ever operated an attendance bonus scheme?
92% yes
8% No

Question Sixteen - What type of scheme do you have with the org?
100% operate (d) a raffle / draw for a voucher for a meal for two for those with 100% attendance.

Question Seventeen - Is the scheme still in operation?
100% still do.

Question Eighteen - How long has the scheme been in operation?
1 Year 8%
6 Years 15%
7 Years 15%
9 Years 15%
10 Years 15%
Unknown 15%
N/A 7%

Question Nineteen - Has the scheme helped to reduce absenteeism?
0% Yes
92% No
8% N/A

Question Twenty - Respondent were asked to elicit information regarding the problems that absenteeism causes.
Reduction in customer service - 62%
Staff shortages, cover required - 77%
Stress caused to others / low morale 38%
Increased costs due to overtime, sick payments - 100%
Difficulties for management and supervisors - 77%
Appendix D: Consent to Take Part in Research

Dissatisfaction in the workplace and its correlation to high staff turnover

- I ............................................ voluntarily agree to participate in this research study.

- I understand that even if I agree to participate now, I can withdraw at any time or refuse to answer any question without any consequences of any kind.

- I understand that I can withdraw permission to use data from my interview within two weeks after the interview, in which case the material will be deleted.

- I have had the purpose and nature of the study explained to me in writing and I have had the opportunity to ask questions about the study.

- I understand that I will not benefit directly from participating in this research.

- I agree to my interview being audio-recorded.

- I understand that all information I provide for this study will be treated confidentially.

- I understand that in any report on the results of this research my identity will remain anonymous. This will be done by changing my name and disguising any details of my interview which may reveal my identity or the identity of people I speak about.
- I understand that if I inform the researcher that myself or someone else is at risk of harm they may have to report this to the relevant authorities - they will discuss this with me first but may be required to report with or without my permission.

- I understand that signed consent forms and original audio recordings will be retained

- I understand that a transcript of my interview in which all identifying information has been removed will be retained

- I understand that under freedom of information legalisation I am entitled to access the information I have provided at any time while it is in storage as specified above.

- I understand that I am free to contact any of the people involved in the research to seek further clarification and information.

Names, degrees, affiliations and contact details of researchers (and academic supervisors when relevant).

Signature of research participant

----------------------------------------- ----------------
Signature of participant Date

Signature of researcher

I believe the participant is giving informed consent to participate in this study

------------------------------------------ ----------------
Signature of researcher Date