RETENTION STRATEGIES
FOR SKILLED SARS CUSTOMS EMPLOYEES

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MAGISTER IN BUSINESS ADMINISTRATION

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at the Nelson Mandela Metropolitan University

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November 2008
DECLARATION

This work has not been previously accepted in substance for a degree and is not being currently submitted in candidature for any degree.

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This dissertation is the result of my own independent work/investigation, except where otherwise stated. Other sources are acknowledged by footnotes giving explicit references. A reference list is appended.

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ACKNOWLEDGEMENTS

It is with great miracles and some wonder that I look back on a career of part-time academic study; to have reached this pinnacle on a road less travelled. I attribute much of the success of my achievement to those who have supported, encouraged, and believed in me – even at times against their own will. In particular, I honour the following people:

- My parents, Euan and Marijke, who always stood by me during the tough times. Thank you for allowing me to share with you my vision of the future;
- My friends Greg, Aden and brother Sean. Times spent socialising were few and far between, but I always knew who I could truly call my friends;
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Graeme Lennie

Port Elizabeth

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ABSTRACT

The South African Revenue Services (SARS) is an amalgamation of the former Departments of Customs and Excise, and the Receiver of Revenue. SARS obtained full autonomy from the Government in October 1997 in order for it to administer its own affairs. SARS has since made great strides in transforming its people and technology, although some growing pains are recently being experienced, i.e. the “retention question”.

The problem statement, “What strategies can be implemented for retaining skilled employees within SARS Customs” is derived from a multitude of problematic issues currently being experienced world wide. Problem areas particular to South Africa, include: the mass exodus of white skilled labour; baby-boomers (aged 60 – 65) nearing retirement, affirmative action, employment equity, and a general lack of skills in the employment industry. An employee engagement survey (2007) conducted at SARS, shows figures that further exacerbates the problem.

The objectives of the research were therefore, to conduct a literature study of employee retention strategies, investigate the research strategies currently being employed at SARS, the reasons for the low levels of employee engagement and to develop a strategic model for employee retention for use at SARS Customs in the Eastern Cape Region of South Africa.

The study takes the form of a case study, using quantitative and qualitative methods of research. A questionnaire was distributed to respondents, the results of which were analysed and presented.

The findings show that SARS Customs is in a good position with regards to pay and benefits. Areas that require attention though are training, development and career management, effective supervision, and day-to-day activities.
The strategic model for employee retention developed during this study addresses numerous retention issues, covering local and national perspectives. Other aspects of the retention model include: an integrated management and human resource perspectives; provision for generation subsets; and overall health (for performance measurement).
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CHAPTER 1

PROBLEM STATEMENT AND OUTLINE OF THE STUDY

1.1 INTRODUCTION

Since the inception of South Africa’s new democracy in 1994, high demands have been placed on organisations and stakeholders to redress past imbalances, cope with historically distorted labour markets, and operate in a more competitive (open market economy) environment. To add fuel to the dynamics of this statement, the dwindling global labour pool and competition for skilled resources has reached new heights.

South African organisations are not exempt from global “tug-of-war” for skilled labour. The study analyses the efforts made to retain skilled labour by the South African Revenue Services (SARS), and paves the way for research into the selected topic:

Retention Strategies for Skilled SARS Customs Employees

SARS is the product of the amalgamation of the former Departments of Inland Revenue and Customs and Excise. The SARS obtained administrative autonomy from the government in October 1997, and was mandated in terms of the SARS Act; to collect and administer national taxes, duties and levies, and to protect the South African economy. The Act enables management to manage the organisation’s financial and human resources more efficiently and effectively. SARS has, over the past decade, dramatically increased revenue collections, and has embarked on a radical re-engineering and restructuring programme (SARS Business Plans, 2001-2002 and 2005-2008) as well as implementing the most radical tax policy reforms in South African history.
SARS implemented the “Siyakha” (we are building) transformation programme in early 2000, which remained an imperative in the years to come (SARS Business Plans, 2001-2002 and 2005-2008). They have since changed the way the organisation operates. The central theme for change at SARS was the transformation of people and technology. Amidst numerous successes and rewards that SARS have since reaped, there have also been problematic issues that place the organisation firmly in the “hot seat” of another theme, “employee retention”.

Chapter one begins with a focus of employee retention issues from a global perspective, then on a national perspective, and finally in terms of SARS. After an analysis of employee engagement problems at SARS, the study focuses on sub-problems. The objective of the research is to find the reasons for the perceived heightened level of employee disengagement, and to develop strategies that will help solve these problems.

The study takes the form of a methodological triangulation in a case study format; using both positivistic (quantitative) and phenomenological (qualitative) research methods. It concludes that while SARS is currently in the process of implementing employee retention plans, SARS is not a perfect organisation, i.e. there is room for further analysis, critique, and strategy formulation.

1.2 PROBLEM STATEMENT

From discussions with a number of senior managers in various organisations, it has become apparent that there is a lack of readily available skills and the following concerns are hitting home with greater vigour than at any time before:

- The mass exodus of white skilled labour (finding greener pastures overseas), commonly known as the brain drain;
The baby-boomers (aged 60-65) at Chief Executive Officer (CEO) level, and two or three levels down in the management hierarchy are now bordering on retirement;

Affirmative action policies stemming from past inequities;

Employment equity and overcoming such concepts as “woman hitting the glass ceiling”;

Lack of skills and education, owing to poor education at a tertiary level;

The decline of professional teaching occupations such as mathematics and science owing to the lack of skilled and qualified teachers at tertiary level; and

South African management searching for an “Afro-Centric” identity and an “Africanised” solution to practical management problems, as opposed to the “Western-Centric” culture of management techniques.

What further exacerbates the problems referred to above is that South Africa is not alone. Horwitz (2007: 1) in the University of Cape Town’s Graduate School of Business Newsline (UCT’s GSB) “Retention Strategies Critical in a Global Market Shortage of Skilled Workers” points out that in Asia, China and Japan, the problem of a lack of skilled workers is seen to be the biggest threat that organisations face in the future. This places more pressure on South African organisations to compete for skilled labour in the global labour pool. According to Horwitz (2007), organisations in South Africa are failing to retain workers, owing to the fact that employees quit their jobs because of a lack of career advancement and an ineffective utilisation of their knowledge and skills.

The SARS Siyakha programme (previously referred to in this chapter) had two clear goals, as contained on the organisation’s Intranet homepage (SARS, 2007):

- To make SARS more effective through increased operational efficiency, the creation of a more streamlined and effective organisational structure, and a re-engineering of underlying business processes; and
- To turn South African citizens into partners rather than antagonists through communicating the purpose behind the collection of tax, and by treating taxpayers as customers.
With this change came the opportunity for SARS to transform its people and technology. The programme had varying degrees of success in different areas, bringing with it advantages and disadvantages.

Advantages:

- The Information Technology (IT) systems installed drastically improved the organisation’s operating efficiency and transaction processing times; and
- The establishment of a clear and well-defined salary grading system provided a platform for applying a perceived equitable remuneration system.

Disadvantages:

- Although advanced IT systems were installed, training to use these new systems has for the most part been insufficient or non-existent, resulting in employees having to teach themselves and each other;
- An aim of the restructuring and re-defined job functions was for people to become more ‘generalists’ than ‘specialists’, but the increased complexity of the work meant that each job, in fact, became more specialised; and
- There have been disputes over the salary grading of certain job functions.

Apart from the disadvantages already mentioned, an analysis of the increased demands for organisational performance on the available resources of the organisation helps to shed some light on the extended situation.

Figure 1.1, the SARS Connexion Survey Results and Action Plan (2007: 6) shows the growth in the total number of transactions processed and the growth in trade, compared to the growth in human resources at SARS between 2001 and 2006. Growth in transactions was 39%, growth in trade was 46%, and growth in the number of employees was 27%.
Figure 1.1 Comparison of Volume and Increase of Employees

<table>
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<th>Strong volume growth</th>
<th>Slower growth resources</th>
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<td>Growth in transactions</td>
<td>Growth in trade</td>
</tr>
<tr>
<td>12.1</td>
<td>4.8</td>
</tr>
<tr>
<td>8.7</td>
<td>3.3</td>
</tr>
<tr>
<td>+ 39%</td>
<td>+ 46%</td>
</tr>
<tr>
<td>Growth in Employees</td>
<td></td>
</tr>
<tr>
<td>13 977</td>
<td>11 012</td>
</tr>
<tr>
<td>+ 27%</td>
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In addition SARS has old systems and improved, but manual processes

Sources: SARS Connexion Survey Results and Action Plan (2007)

This chart clearly reveals that the growth in human resources has not been in direct proportion to the growth both in the number of transactions and revenues collected. The practical implication of this scenario is that many employees have seen the demands of their jobs increasing. To compound this dilemma, employees often find themselves “acting” in positions, with no or inadequate training having been provided to perform the function effectively.

By the end of 2006 SARS’ senior management felt that, although the Siyakha programme had for the most part been successful, some new strategies (in addition to their Business Plan for 2005 – 2008) had to be developed to counter the emergence of a perceived non-commitment of a contingent of its employees. Since the retention of skills and knowledge is key to SARS meeting its future goals, a key indicator that fuelled this decision was the results from the Employee Engagement Connexion Survey (2007). As a first step the organisation called on the services of an external consulting firm (Markinor Thinking) to assess the level of employee engagement and to identify the areas where remedial action was most urgently required. The survey (Employee Engagement Connexion Survey, 2007) was conducted during the period March to April 2007. Questionnaires were distributed to the entire
workforce compliment of close on 14,000. Of these, 8,754 responded in what was regarded as the most successful survey ever at SARS.

The overall results classified all respondents into one of four categories namely:

- **Trapped**
  - Employees who only remain with the organisation because they are unsuccessful in finding suitable employment elsewhere;
- **High-Risk**
  - Employees who have checked out emotionally, are sub-standard performers, and spread a negative attitude among co-workers;
- **Accessible**
  - Employees who are performing well, but are not necessarily committed to staying with the organization; and
- **Truly engaged**
  - Employees who are truly motivated and will go the extra mile for the organisation.
It was anticipated that in the SARS Customs Environment the problem was greater now than before. To this end, the following research problem was identified:

**Retention Strategies for Skilled SARS Customs Employees**

### 1.3 SUB-PROBLEMS

In order to counter the departure of employees as described in the main problem (whether to the opposition or to ‘disengagement’ in those who remain trapped), the following sub-problems were identified:
• Sub-problem 1:
  - What does the literature research process reveal about employee retention strategies?
• Sub-problem 2:
  - What employee retention strategies have recently been implemented at SARS?
• Sub-problem 3:
  - What employee retention strategies emanating from this study, if implemented, would influence employees to remain employed at SARS Customs?
• Sub-problem 4:
  - How can the results obtained from the resolution of sub-problems one to three (above) be combined into an integrated strategic model which can be used to retain skilled employees within SARS Customs in the Eastern Cape Region?

1.4 DELIMINATION

1.4.1 Targeted occupational levels

The SARS Employment Equity Report (2006/07) provides definitions of occupational levels. The skills levels by occupation targeted in the study and the definitions are:

• Grades 2 – 3:
  - **Semi-skilled** and discretionary decision making;
• Grades 4 – 5:
  - **Skilled** technical and academically qualified workers, junior management, supervisors, foreman and superintendents.
1.4.2 Geographical demarcation

- South Africa
  - Information obtained will be from a national perspective covering the whole organisation using surveys already conducted (by SARS) and national strategic plans;

- Branch Offices
  - Information obtained will be limited to the Customs Branch Offices in the cities of Port Elizabeth and East London; and

- Eastern Cape Region
  - Limited only to Customs Branch Offices in Port Elizabeth (Sea and Air) and East London (Sea);
  - This will be based on the total population of targeted occupational levels (see paragraph 1.4.1 above);

1.4.3 Abbreviations

SARS South African Revenue Services.

HAY Grade The SARS remuneration system and hierarchical grades.

CEO Chief Executive Officer.

EE Employment Equity.

E-Mail Electronic Mail.

PEZ Port Elizabeth.

HFV Hendrik Verwoerd Airport (in Port Elizabeth).

ELN East London.
1.4.4 Scope of subject

The subject matter of this case will be limited to employee retention literature, interpersonal feelings of employees regarding knowledge, attitudes, experiences and behaviours. Proper identification of retention strategies will be specific to semi-skilled (grades 2 – 3B) and skilled (grades 4 – 5B) employees.

1.5 OBJECTIVES OF THE RESEARCH

The purpose of the research is to identify strategies that SARS Customs could use to retain semi-skilled and skilled employees. More specifically, the objectives are to:

- Determine from the literature, what strategies are being employed by other organisations and what the professionals have to say about employee retention;
- Determine the reasons for the resignation of employees and the high levels of disengagement (amongst those who are at risk of leaving, and those who feel trapped in the organisation) at SARS Customs; and
- Formulate an employee retention strategy model for implementation at SARS Customs in the Eastern Cape Region (i.e. PEZ, HFV and ELN).

1.6 DEFINITIONS

1.6.1 SARS Customs

As was briefly discussed in the introduction to this chapter, SARS comprises of two main business areas. On the one hand there is the Revenue component (formally known as the Receiver of Revenue) comprising roughly 10 500 employees. On the other hand, there is the Customs and Excise component (formally known as the Department of Customs and Excise)
comprising roughly 3 500 employees. “SARS Customs” therefore refers to the “current” Customs and Excise component of SARS.

1.6.2 Strategy

Hitt, Hoskisson and Ireland (2007: 4) define strategy as, “an integrated and coordinated set of commitments and actions designed to exploit core competencies and gain a competitive advantage”. Lynch (2000: 21) defines his view of a corporate strategy as, “the pattern or plan that integrates an organisation’s major goals or policies and action sequences into a cohesive whole”. Swanepoel, Van Wyk, Schenk, and Erasmus (2003: 168) state that strategies have the characteristics of being long-term, future orientated, holistic and integrating, and is concerned with the organisation’s mission and direction.

1.6.3 Human resource strategy

Swanepoel, et al. (2003: 172) conclude that strategic human resource management is:

“long-term, top-level management decision, choices and actions regarding the organisation’s human resources architecture ((the resources, the HRM systems and the HRM functions(s)) that are made and performed in a way that is fully integrated with the overall general strategic management or organisations.”

1.6.4 Retention strategies

Not wishing to discount the definitions of strategy (in 1.6.3 above) by Lynch (2000) and Swanepoel, et al. (2003), Hitt, et al.’s (2004) definition appears to be the most accurate of these for the purpose of the definition of retention strategies, because it contains the wording, “to exploit core competencies and gain a competitive advantage”. The goal of the study is to determine how to retain skilled employees by becoming an employer of choice in the now globally competitive environment in this regard, i.e. strategies to retain skills employees.
1.7 BASIS FOR INVESTIGATION

The investigation will be based on the literature review, employees currently employed at SARS, current HR and organisational strategic policy and strategic plans.

1.8 ASSUMPTIONS

It is assumed that while the SARS organisation is currently implementing numerous employee retention projects, that SARS is not a ‘perfect organisation’. There is room for debate and critique with regard to developing strategies that will help improve their current situation.

1.9 REASONS FOR AND SIGNIFICANCE OF THE RESEARCH

1.9.1 “A” and “B” Players

A study by Athey (2004: 1) states that, “by ‘critical talent,’ we refer to the groups and individuals that drive a disproportionate share of their company’s business performance and generate greater-than-average value for customers and shareholders.” This coincides with, but also differs somewhat in the message contained in DeLong’s (2003: 1) article “Are You Supporting Your “B” Players?”.

DeLong’s (2003) article expresses the importance of an organisations, “B” players (those who form the middle 70% of employees). DeLong (2003) states that organisations “B” players are the “heart and soul” of a company and are those people who will remain loyal to the organisation. “A” players (those who excel) he says, form the top 15% of an organisation. DeLong (2003) concludes that it is the “B” players that an organisation should focus its resources on. Each occupational level in SARS, from grades 1 – 8 will have “A”
and “B” players. It is anticipated however, that grades 2 – 5 will constitute the bulk of the “B” and that grades 6 – 8 will form the bulk of “A” players. Grades 2 – 5 (of which there are 11,950 in SARS), comprises 82% of the organisation, as calculated from the SARS EE Report (2006/07). The focus in this case is therefore, on skilled and semi-skilled employees, grades 2 – 5. These employees are in control of operations; the heart and soul of the organisation.

1.9.2 What matters most

Athey (2004) points out that organisations’ “stars” are likely to be the first to be poached by competitors, but that stars who are imported from elsewhere, rarely sustain their performance in the new organisation. This points to the increasing realisation that for an organisation to have “readily available” stars, stars must be developed from within. Grades 2 – 5, those semi-skilled and skilled employees who can be said to be “digging the trenches”, comprise the breeding ground for future “stars”. According to Athey (2004), focusing on the end points of managing talent (acquisition and retention) rather than on the middle ones (deployment and development), organisations ignore the things that matter most to employees. In a press release issued by Corporate Communications Consultants entitled “The Four Focus Areas Key to Being an Employer of Choice”, McComb (2004: 1) states that the four trends that set an employer of choice apart from the rest are leadership, communication, mutual trust, and respect.

It is therefore suggested, that the four trends referred to above, are the aspects that matter most to employees. These should be upper-most in the minds of employers today; that deployment and development strategies are key areas to focus in human resource strategic plans. Strategic retention plans must therefore focus on the bulk of employees in the organisation.
1.9.3 Leadership and succession planning

The importance of retaining skills in the organisation is again highlighted for the purpose of leadership development and succession planning, which, as was stated above, should take place from within. The absence of this is felt at all levels of the organisation, especially in grades 5 (grades 5A and 5B who are the senior operational staff – most likely to be poached by the opposition) and going onto grade 6 (specialist and management/leadership roles).

An emphasis should be placed on the future management (which for the sake of this study includes leadership) and the talent pool in an organisation. Groves (2007: 2) states that research evidence suggests that many highly successful companies overcome challenges by marrying the leadership development and succession planning processes. This improves identification, development, and placement of leadership talent. According to Groves (2007), best practice leadership development methods include feedback, executive coaching, mentoring, networking, job assignments, and action learning.

Groves (2007) also points out that growing leadership talent should be done from within an organisation, advising that limited use of consultants should be made. This confirms the correctness of the statement made earlier in this study that to have “readily available” stars, stars must be developed from within the organisation. No consultant knows the culture of an organisations’ employees, the delicate intricacies involving employee work conditions and the path to satisfactory working conditions, like the employees themselves.

An organisation wishing to engage in such a succession plan must be willing to fully support it by developing a learning and a mentoring culture through teaching, using its own management and management expertise. This again emphasis the need for the development and implementation of a retention strategy model.
1.9.4 Employment equity concerns

Thomas (2002: 2) highlights some concerns pertaining to employment equity, the more important ones of which are highlighted for the purpose of this study:

- The shortage of skills in some sectors will make black skills more expensive and unaffordable;
- Rather than creating new jobs for new entrants to the labour market, employees are simply been shifted from some employers to others; and
- Those people from designated groups who still require training and development will have unrealistic short-term expectations.

The above concerns will have serious operational, management and global competitive consequences.

According to the SARS EE Report (2006/07), SARS did not achieve its numerical goals as set out in their employment equity plan. SARS also did not achieve its affirmative action objectives. Obstacles experienced in attempting to achieve these goals were, inter alia, “competition for scarce and critical skills.”, SARS EE Report (2006/07). In the occupational sectors of semi-skilled and skilled (grades 2 – 5), statistics taken from the SARS EE Report (2006/07) reaffirm what Thomas (2002) was saying.
This again emphasises the need for the development and implementation of a retention strategy model. When comparing some of the above statistics, the following statements ring true to the retention dilemma at SARS:

- The termination categories for African employees (both male and female) have a major impact on recruitment efforts. The total numbers for all groups even more so;
- White skills are proven to be suppressed in both the termination and promotion categories, adding fuel to the retention of skills dilemma;
- The total quantity of recruitment more than doubles the category of promotion, proving to some degree that there is a low regard for internal skills development from a career ladder perspective; and
- Resignations (685) comprise 5.9% (685 / 11 590 x 100) of semi-skilled and skilled employees.
1.9.5 The role of human resources

Renton and Vicente (2007: 1), point out that business leaders perceive HR to be more focused on transactional activities such as benefits and performance evaluations rather than high-level strategic people issues such as leadership development. When developing skills development plans, HR must drive strategic initiatives around top priority issues such as leadership, talent management, creating a high-performance culture, training and development.

Overall, HR strategies must help attract and retain talent, by creating “people friendly” training initiatives which encourage people to feel they belong, that they are appreciated and that their opinions are valued. This supports the statements made earlier by McComb (2004) that leadership, communication, mutual trust and respect form the four key focus areas that make an employer an employer of choice.

How an employer achieves an improved state of joint governance, Swanepoel, et al. (2003: 181) is by empowering people and seeing them as an asset to the organisation, and collaborating with them through high level bargaining forums using recognition and negotiation.

A higher level approach to addressing SARS’s long term dilemma of employee motivation and retention strategies, would be to look at how the organisation truly views its employees, as opposed to relying solely on questionnaire results. One option would be to consider to what extent the organisation promotes individualism and collectivism in its relationship with its employees as a grand strategy option to human resource management.
1.10 RESEARCH DESIGN

1.10.1 Methodology

There are two main aspects that need to be accomplished. One is to determine what it is that is currently not working with regards to employee retention at the SARS, and to qualify this. The second is to determine how to improve or to turn the current situation around. In order to accomplish this, both a quantitative (positivistic) and qualitative (phenomenological) method of research was to be employed.

Broadly speaking, the research paradigm consisted of a methodological triangulation, i.e. a combination of positivistic and phenomenological methods. Both primary research (surveys) and secondary research (internal and external published and un-published media) sources were be used. A case study approach was used for the study. This approach dominated the research paper. The case study was descriptive, analytical and exploratory in nature.

The methodological triangulation used above was necessary to draw information from various sources so that complex and varying problems relating to the research project could be resolved. The information was used to to hypothesize, conclude and arrive at recommendations and solutions.
1.10.2 Descriptive and analytical research

This was in the form of:

- Primary Research
  - Surveys
    - Questionnaires (via e-mail) of currently employed personnel were used to eliminate interview bias. A sample covering a larger audience could be achieved. This was quantitative in nature.

- Secondary Research
  - Literature review of published sources
    - Published sources external to the organisation, i.e. text book material, journals from internet sources, and theses conducted in a similar field; and
    - Sources internal to the organisation, i.e. surveys already conducted at the SARS, reports, and strategic plans.

1.10.3 Exploratory research

The sources of information used in this part of the research were:

- Hypothesis
  - Input from the descriptive and analytical research above;
  - To test empirical evidence (data based on observation or experience);
  - Qualitative in nature; and
  - Used to develop strategies for employee retention and a strategic model.
1.10.4 Statistical analysis

The procedure for analysing and interpreting data was done in consultation with a statistician, Feirera (2008).

1.10.5 Sample

- All grades 2 – 5B in the SARS Customs East Cape Region were used.

1.11 OUTLINE OF THE PAPER

The treatise is divided into the following chapters:

- Chapter 1:
  - Problem statement and outline of the study;
- Chapter 2:
  - Strategies for employee retention;
- Chapter 3:
  - Research methodology and a biographical analysis of respondents;
- Chapter 4:
  - Analysis, interpretation, and discussion of the research results; and
- Chapter 5:
  - Summary, conclusions and recommendations for employee retention strategies.
1.12 CONCLUDING REMARKS

In chapter one the problem statement was introduced; strategies for retaining skilled employees within SARS Customs. Albeit initially from a broad perspective (i.e. globally and then South African), the study focuses on SARS. Perhaps the most justifiable reason for the research into the stated topic was with the introduction of the SARS Employee Engagement Survey (2007: 30), the table: Engagement Segments: a gauge for overall health. SARS have a predicament on their hands; only 30% of staff are truly engaged and 39% are at high risk of being disengaged.

While it is true that SARS is in the process of addressing the above mentioned problem, and other significant issues, it is equally true that SARS is not a perfect organisation. Chapter two will focus on secondary research sources. A literature review of published (external) and unpublished (internal to the organisation) sources, is followed by primary research.
CHAPTER 2

STRATEGIES FOR EMPLOYEE RETENTION

2.1 INTRODUCTION

The chapter begins with a review of the need for retention strategies in a public sector organisation like SARS, and concludes that the necessity relating to retention is not only one of a cost benefit from an employee attrition perspective, but one that also affects its ability to collect taxes and duties. Tactical, versus strategic issues are discussed in detail in this chapter. The most prominent feature of this is Taylor’s (2002) organisation wide approach, from which many conclusions representing factors generally covered in chapter two can be derived. Taylor’s (2002) contributions relate to retention strategies, pay and benefits, training, development and career management, working conditions, recruitment, selection and induction, and effective supervision.

Another important contribution was the issue of generation subsets in relation to retention strategies, made by the likes of: Sirota (2005: 49); Domeyer (2007: 11); Dychtwald and Baxter (2007: 325); Fields (2001: 257); Finweek (2007: 46); Kaye and Jordan-Evans (2005: 221-229); and Robinson and Sampath (2005). Different generation subsets may have different requirements with regards to retention strategies, and are therefore categorised and discussed.

The chapter concludes with a review of SARS’s current employee retention strategies and how much of the information provided therein overlaps with information presented in the literature review.
2.2 THE NEED FOR AN EMPLOYEE RETENTION STRATEGY AT SARS

Odums (2007: 12) in a survey completed by more than 100 executives, when asked, “What keeps you up at night?” stated: cost to produce, customer retention, the economy, growing market share, and securing and retaining the right people. In addition to these being the single most important reasons to address retention strategy according to Odums (2007, 12), she also provides more tangible reasons:

- First: Reducing the cost of doing business. Approximately 50% of a company’s revenue is allocated to its people;
- Second: Retaining valuable customers. It costs five times more to secure a new customer versus retaining an existing customer; and
- Third: Courting new customers. 68% of customers leave organisations because they had an attitude of indifference by a member of staff.

The public at large may be forgiven for thinking that a Revenue and Customs organisation’s cost of doing business and customer base is the last of its worries (i.e. because there is no opposition). The reality of the matter is that those customers who are currently in the “tax net”, cost money and good service to retain. Those outside of the “tax net”, are said to be part of the “tax gap”, estimated at between twenty and thirty billion rand (SARS Strategic Business Plan, 2001-2002), more than thirty billion rand (according to the Dispatch, 2002), or at an estimated 10% of annual revenue collections (according to Planting, 2004). Attracting and retaining customers is key to fulfilling its obligations. As was previously mentioned, one of the goals of the Siyakha transformation programme (SARS Intranet homepage, 2007), “to turn South African citizens into partners rather than antagonists through communicating the purpose behind the collection of tax, and by treating taxpayers as customers”. It is for this purpose, important to attract and to retain skilled employees in SARS.
2.3 STRATEGIES USED TO RETAIN SKILLED EMPLOYEES

2.3.1 Tactical Plans

Among the many of articles published in research databases which offer advice on motivational aspects that impact on employee retention, few offer advice on strategic plans. Those that do, make mere reference to tactical plans used in the work place by managers and senior executives of organisations. Shulte (2006: 1) a Los Angeles-based accounting firm offers advice on how to create a family atmosphere in the organisation. Shulte (2006), a managing partner of the firm plans for heavy workloads well in advance by communicating directly to the employees’ family of additional work pressures, providing them with household assistance (e.g. laundry services) and sponsored recreational activities (e.g. movie passes). Employees at work receive extra attention during these times (e.g. massage therapy and manicure treatments) while the firm picks up the bill. While the tactics employed by Shulte (2006) are stated to be successful for retaining skilled employees, the purpose of the study is to research high level strategic plans that encompass all aspects of employee retention, and for narrowing the skills gap.

2.3.2 Generation Subsets

Of value in these articles, is the identification of a trend among those which regularly make reference to motivational aspects that impact on generation subsets (e.g. Generation X and Y). Sirota (2005: 49) states that employees want to be treated fairly, want a sense of achievement at work, and want to have a sense of camaraderie. They (Sirota, 2005) find that while all three elements are nearly universal, “Generation X does not care about job security”; because of the recent fall of high-tech organisations. Not caring about job security is supported by Fields (2001: 257). Because of the uncertainty in the workplace that Generation X’ers saw (a resultant effect of their parents being laid off) it contributed to their lack of loyalty. Another dampening factor on motivation says Sirota (2005), is “bureaucracy”, which includes useless paperwork and the inability to get decisions made. Advice offered by Sirota (2005) on how to boost enthusiasm is to provide security, the creation of self-managed teams, and for petty rewards to be replaced by organisation-wide
rewards equivalent to the “Nobel Prize”. They also advise that organisations should be in partnership with employees, treating them like adults and allies.

Finweek (2007: 46) focuses heavily on generation subsets. Finweek (2007) states that the dramatically changing workforce means that employees value and want different things: Veterans (born before 1940), Baby Boomers (born 1943 – 1960), disgruntled Generation X’ers (1961 – 1981) and highly entrepreneurial Generation Y’ers (1970 – 1990) is forcing companies to re-evaluate what employee retention really means. According to GIBS (Finweek, 2007), 70% of South Africans would rather have a work-life balance than a pay increase, introducing the concept of mass customisation. In this article, Bussin (Finweek, 2007) notes that “companies should perhaps focus more on engaging employees for as long as possible, rather than retaining them for as long as possible”. As a strategy, GIBS (Finweek, 2007) advise that generation X’ers value flexibility in their work (by offering attractive Total Cost to Company remuneration packages) and prefer fun environments. For generation Y’ers, work-life-meaning adds value in the face of real retention, adding that their belief in making a difference is what really matters. Fields (2007: 262) suggests rather that organisations should construct benefits and rewards across age lines.

Another view on retention strategy was that of Dychtwald and Baxter (2007: 325), that a mature workforce should be mobilised. Key trends which are making a mature workforce strategy more viable (Dychtwald and Baxter, 2007: 325), are:

- That four out of five boomers would like to continue working in their retirement years;
- That mature workers are just as productive and motivated as younger workers, and were more loyal and reliable;
- That the United States (US) government is beginning to adjust laws and policies to make it easier to continue employing mature workers; and
That best practices used by leading companies which serve to aid organisations struggling with shortages of younger works are becoming more prevalent. Some of these best practices are:

- Forecast key workforce aging and retirement trends and the potential risks for the organisation;
- Improve the organisation’s capability to recruit older workers;
- Implement flex-retirement programmes to attract, retain and motivate older workers;
- Design benefits strategies that are compatible with flex-retirement programmes; and
- Build culture and management practices to motivate workers.

Although it seems justifiable to implement such strategies as part of a retention model, one needs to view such a move in the light of the South African context, i.e. shortage of work, labour issues, and legal implications.

Domeyer (2007: 11) introduces a worrisome factor, that the less populous Generations X and Y aren’t large enough to fill the void in the global talent pool. Domeyer (2007: 12) states that workers are more likely to stay in an organisation that provides good potential for professional growth and career advancement. Domeyer (2007: 11) advises that forty-three percent of executives surveyed said that the greatest impact on the person’s level of job satisfaction is the relationship with his or her manager. Other advice offered is that the best way to figure out what an employee wants is simply to ask them (i.e. in a meeting), stating also that employees should be acknowledged (i.e. recognition), and that professional growth should be encouraged.

Kaye and Jordan-Evans (2005: 221) provide an easy guide to identifying generation characteristics, although the years of birth differ slightly from the explanations given by GIBS (Finweek, 2007), and by Fields (2001: 95), where he states that Generation X’ers were born between 1965 - 1981:
Table 2.1 Generation Subsets

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>WORK ETHIC</strong></td>
<td>Work till you drop</td>
<td>Work long hours, and tell you about it</td>
<td>Personal life first, work is important</td>
<td>Lifestyle comes first</td>
</tr>
<tr>
<td><strong>LOYALTY</strong></td>
<td>Loyal to employer</td>
<td>Loyal to employer, with reservations</td>
<td>Career and professional loyalty</td>
<td>Career options Technology savvy (100%)</td>
</tr>
<tr>
<td><strong>TECHNOLOGY</strong></td>
<td>Technology fascination</td>
<td>Technology challenged (40%)</td>
<td>Technology-proficient (80%)</td>
<td>Be respectful but move ahead</td>
</tr>
<tr>
<td><strong>REPORTING RELATIONSHIPS</strong></td>
<td>Strong chain of command</td>
<td>Chain of command</td>
<td>What is the purpose of a chain of command?</td>
<td></td>
</tr>
</tbody>
</table>

Source: Kaye and Jordan-Evans (2005: 221-229)

2.3.3 Deloitte’s Retention Strategy Models

An article that focuses more on retention strategies is the article by Robinson and Sampath (2005) “The Talent Crises in Upstream Oil & Gas, Strategies to Attract and Engage Generation Y”, published by Deloitte. Notwithstanding the general characteristics of Generation Y’ers already mentioned in this study, Robinson and Sampath (2005: 7) provide an in-depth analysis of the fundamental workplace elements for this generation; flexibility, balance, respect, access to people and knowledge, access to technology, and opportunities for constant evaluation. They make reference to Athey (2004: 6) and offer an employee retention model as a strategic option; Deloittes Develop-Deploy-Connect Model.
According to Robinson and Sampath (2005: 5), by focusing on Develop-Deploy-Connect aspects of the model, organisations can generate capability, commitment, and alignment in key workforce segments which improve business performance. Robinson and Sampath (2005: 5) state that in order to derive maximum value from the Develop-Deploy-Connect Model, one should focus on mechanisms to communicate with Generation Y, namely; branding and identity, organisation roles, and reward programmes.

Arguably, strategies to attract and retain skilled employees are not limited to the single act of “employee retention strategy”, but are something that are affected by the entire organisation; including factors such as brand image, and success factors. Symons (2005: 4) states that Deloitte’s Human Capital Management Value Map is an effective tool for companies struggling with how to better leverage their human capital for strategic advantage. The Value Map is governed by four main value drivers for increasing shareholder value (shown in the columns of the Value Map), and by seven human capital dimensions (shown in the rows of the Value Map).
Table 2.2  The Human Value Capital Map

<table>
<thead>
<tr>
<th></th>
<th>Revenue Growth</th>
<th>Operating Margin</th>
<th>Asset Efficiency</th>
<th>Expectations</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Strategic HR Alignment</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>2</td>
<td>Learning and Development</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Performance Management and Improvement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Workforce Planning, Talent Management, Acquisition, and Deployment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Organisational Capacity</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Change Leadership and Transformation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>HR Services and Administration</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Symons (2005: 3)

The Value Map demonstrates the strategic importance of human resources and highlights some key aspects in employee retention, e.g. learning and development, performance management, talent management, acquisition and deployment.

2.3.4 Odums: A Comprehensive Retention Strategy

Odums (2007: 14) goes further to examine seven components of a comprehensive retention strategy:

- One: The Retention Team. The team must be diverse and offer cross-disciplinary representation of directors, managers, supervisors and front-line employees;
- Two: Talent Visionary Team. They are accountable for identifying the knowledge, skills and abilities that employees must possess in order to execute top strategic imperatives;
- Three: 30-90-120-180 Day New Employee System. New employee follow up and evaluation is important to counter early resignation;


• Four: Existing Employee Follow Up. This is where on-going mentoring and coaching is required;
• Five: Employee Development. Odums states that the Gallup Organisation identifies “opportunity for advancement” as the greatest employee satisfier;
• Six: Satisfaction and Engagement. A satisfaction survey using Frederick Herzberg’s Hygiene Factors as a basis for the survey; and
• Seven: Reward and Recognition System. The identification of a system that identifies employees who perform above and beyond the job description.

Odums (2007: 17) further advises that in order to implement such a retention strategy, one must complete a SWOT analysis, conduct diversity strategic planning, and create leadership accountability.

2.3.5 Clarke’s safety in numbers strategy

Clarke (2007: 44) tells of the dilemma that the National Audit Office (NAO) had shortly after the completion of every accountant’s course; that recruiters were on the phone luring the newly qualified accountants away with attractive packages. The NAO decided to implement a retention strategy. Firstly, they called upon the expertise of the Centre for High Performance Development (CHPD) where a leadership model was devised. It defined twelve competencies in four clusters of leadership issues that would typically be faced by the NAO. Next, twelve applicants were sent on a two day diagnostic programme with the CHPD to pin down their strengths and weakness. Then, two day residential workshops were held with the successful applicants, after which each was given an internal senior mentor and could choose from a number of internal development opportunities, further education opportunities and secondments. The programme was a major success. It has created a structure to ensure future leaders are given opportunities for development. Reward packages were also introduced to ensure that salaries were commensurate with private sector organisations. The talent management programme is now also being used by the NAO’s HR team for recruitment, promotion and appraisals, thereby creating a broader benefit to the organisation. This also affected their cultural change programme positively.
2.3.6 Herzberg’s KITA Psychology versus Job Enrichment

Herzberg (2000: 54) speaks of negative KITA “to kick him in the pants” and positive KITA as a physical and physiological way of getting an employee to “move” (or to do what you want him or her to do) as a means of motivation. Herzberg (2000: 55) offers several tried and tested strategies (positive KITA) to motivate employees, which he believes does not work (at least not in the long run), namely: reducing time spent at work; spiralling wages; fringe benefits; human relations training; sensitivity training; communications; two-way communication; job participation; and employee counselling. Herzberg (2000: 54) says that KITA is not motivation, because “I can charge a man’s battery, and then recharge it, and recharge it again. But it is only when he has his own generator that we can talk about motivation. He then needs no outside stimulation. He wants to do it.” Herzberg’s (2000: 59) article states that the answer is “job enrichment”, which provides the opportunity for the employee’s psychological growth, by increasing the level of challenge of the job commensurate with the skills that were hired. He warns however, that not all jobs can be enriched.

2.3.7 Chepkilot: Motivational Strategy – Lower Order Needs

It is also necessary to consider a case for a “lower order needs strategy”. Chepkilot (2005: iv) said that in a study conducted in Kenya that 87% of respondents had indicated that a low level of motivation exists. The indicators were: lack of job security; very low salaries; limited training and development opportunities; lack of career development programmes; and lack of adequate working equipment. Corruption was also put forward as an area that required further research in order to determine its effects on motivation. Chepkilot (2005: 134) recommends the following strategy (summarised from his Motivational Strategy Model):

- Reward employees. Adequate salaries, housing requirements and transport needs;
- Cater for safety and security needs. Job security and health cover;
- Recognise employee contributions. Good performance and superior performance;
• Empower employees. Training and development, mentoring and coaching, career development and advancement;
• Create a motivating organisational climate. Opportunities for co-workers and management to socialise, train managers on motivation strategies, place employees with specific skills in the right jobs;
• Ensure equity and fairness;
• Adopt appropriate management approaches. Performance management, goal setting, to mention a few;
• Establish systems. Operating policies; and
• Evaluate motivation. Surveys monitor labour turn over rates, absenteeism.

The former paragraph is an example of lower order needs which identifies with Maslow’s (1970) hierarchy of needs discussed in Bagraim, Cunningham, Potgieter and Viedge (2007: 75), the social, safety and physiological needs. Reference is also made to Herzberg’s two-factor theory in Bagraim, et al. (2007: 81), hygiene factors which are external to the employee (extrinsic), such as quality of supervision, pay, company policies and working conditions where there is dissatisfaction. Chepkilot (2005: 134) is usefull as a point of reference which will help to understand that what one is most often dealing with in this study is higher order needs: Maslow’s hierarchy of needs’ esteem and self-actualisation; and Herzberg’s two-factor theory where the aim is to have satisfaction (motivation) and no dissatisfaction (hygiene).

2.3.8 Berry: The Benefits of Mentoring

Berry (2003: 74) states that when a mentoring programme is incorporated into the development programme of an organisation commited to transformation, that the objectives of the employment equity is greatly enhanced. Berry (2003: 146) also states that individuals are not only focused on money and benefits, but also personal development. Retention strategies according to Berry (2003: 146), that include development opportunities are becoming increasingly important in South African organisations. Frost (2001: 4) cited in Berry (2003: 146) states that personal development is the single biggest reason why people
leave organisations. Also, according to Berry (2003: 146), organisations stand to benefit from reduced employee turnover, more effective management development, empowered employees and enhanced communication, if a mentoring programme is implemented.

Siegel (2000: 251) cited in Berry (2003: 145), states that peer mentoring (as an alternative means of mentoring) is particularly relevant in the case of a merger (between two organisations). Note in the table 2.3 below (the Development of Mentoring Model) the stages of career for which specific mentoring is appropriate. This could be enhanced to cater for a normal mentoring programme that specifically caters for generation subsets, such as for Generation X and Y.

### Table 2.3  Development of a Mentoring Model

<table>
<thead>
<tr>
<th>STAGES</th>
<th>SPECIAL PEER</th>
<th>INFORMATION PEER</th>
<th>COLLEGIAL PEER</th>
</tr>
</thead>
<tbody>
<tr>
<td>LATE CAREER</td>
<td>Maintaining knowledge</td>
<td>Assuming consultative role; seeking others as experts</td>
<td>Preparing for retirement; reviewing the past; assessing one's career and life</td>
</tr>
<tr>
<td>MIDDLE CAREER</td>
<td>Networking</td>
<td>Developing subordinates; passing on wisdom</td>
<td>Threats of obsolescence; reassessment and redirection; work/family conflicts</td>
</tr>
<tr>
<td>ADVANCEMENT</td>
<td>Preparing for advancement, gaining visibility</td>
<td>Gaming recognition; identifying advancement opportunities</td>
<td>Sense of competence and potential commitment; conformity vs. individuality; work/family conflicts</td>
</tr>
<tr>
<td>ESTABLISHMENT</td>
<td>Learning the ropes; getting the job done</td>
<td>Demonstrating performance; defining a professional role</td>
<td>Sense of accomplishment and commitment; work/family conflicts</td>
</tr>
</tbody>
</table>

2.3.9 Dove: The Benefits of Coaching

Edwards (2003: 299) as cited by Dove (2006: 13) points out the difference between mentoring and coaching; that a mentor (an expert in the field) gives advice and teaches, while a coach aids in the learning process. Dove (2006: 14) cites Parker (2006: 1) as saying that coaching is beneficial to the employee and the organisation. It allows the employee to learn how to manage time, to further their leadership position, provide self-motivation, career planning and decision-making. For the employer, coaching benefits are inter alia, reduced organisation costs and reduced turnover.

2.3.10 Poisat: On Engagement Strategies

According to Poisat (2006: iii), four interrelated categories that all contributed toward enhancing employee engagement were organisational leadership, organisational culture, organisational strategies and the manager’s role. Poisat (2006: iii) further states that of all the categories researched, the manager had the most significant impact on employee engagement. South African companies, according to Poisat (2006: iv), rated organisational engagement variables such as remuneration, benefits and gain-sharing lower than that their overseas counterparts. Sappal (2004: 31) according to Poisat (2006: 104), maintains that employers of today are now linking engagement strategies to the overall business plan and not just influencing employee morale as in the past. Kaye and Jordan-Evans (2003: 2) cited by Poisat (2006: 146) list what twenty-five best global talent leader organisations did to build a culture that engages employees.
Table 2.4 Best Practices for Retaining Talented Employees and Engaging Them

<table>
<thead>
<tr>
<th>BEST PRACTICES FOR RETAINING TALENTED EMPLOYEES AND ENGAGING THEM</th>
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<tbody>
<tr>
<td>$ Reciprocity</td>
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<tr>
<td>$ Managers must think ‘retention’</td>
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<tr>
<td>$ Seek great job fit</td>
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<tr>
<td>$ Be an employer of choice</td>
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<tr>
<td>$ Each generation have different reasons for staying</td>
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<td>$ Train as an investment</td>
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<tr>
<td>$ Recognise managers who keep employees</td>
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<tr>
<td>$ Mentor widely in both directions</td>
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2.3.11 Glanz: Handle With CARE

Glanz (2002: 27) provides a practical strategy on how organisations can motivate and retain employees. He provides details of a vast array of methods that can be used; an agglomeration of tactical methods for managers and supervisors on how to fully engage with employees.

Under the banner of the acronym “CARE”, Glanz’s (2002) strategy is explained in the paragraphs that follow. Two models are used as the foundation for all her work says Glanz (2002: 26), namely: 1) The Human-Business Model where, in addition to business, one is required to have a relationship with an employee on a human level, and; 2) the Choice Model, where it is important to understand interactions. In the Choice Model, interactions can result in three choices: 1) one can discount individuals; 2) one can take care of business needs only; or 3) one can connect on a human level.
According to Glanz (2002: 30), the acronym “CARE”, together with the “how to” improve on each of these aspects is as follows:

- **C = Creative Communication:**
  - Talk the language of the troops in the trenches;
  - Be clear and consistent; and
  - Don’t rely only on one avenue of communication.

- **A = Atmosphere:**
  - Encourage fun in the workplace;
  - Create a good physical place to work;
  - Establish a mentoring programme;
  - Actively promote positive relations among co-workers;
  - Support frequent contests, celebrations, and team-building;
  - Build an atmosphere of trust and fairness; and
  - Make employees an essential part of the company’s community.

- **A = Appreciation for All:**
  - Get to know each employee as an individual;
  - Find out what is satisfying and dissatisfying to each employee;
  - Make rewards and recognition constantly changing; and
  - Make appreciation a part of the daily management routine.

- **R = Respect:**
  - Foster flexibility in every area – hours, benefits, and tasks;
  - Ongoing training and personal development growth opportunities;
  - Organisation of a wide code of ethics and process down to team members;
  - Give freedom to employees to choose projects;
  - Provide internal promotion and transfer opportunities; and
  - Focus on giving up power, not accumulating it.

- **R = Reason for Being:**
  - Emphasise the broader purpose of each person’s work;
  - Engender pride and commitment through the organisation’s culture and brand;
  - Help employees to understand the organisation’s mission statement, vision, and values;
– Support character development and integrity training; and
– Promote a spirit of family in the organisation.

• E = Empathy:
  – Support work-life programmes;
  – Foster understanding of personal concerns/problems/needs;
  – Encourage job shadowing and exchanges; and
  – Provide monthly and yearly social welfare opportunities.

• E = Enthusiasm:
  – Celebrate what is going right on a frequent basis;
  – Hold “guerilla” or spontaneous celebrations often; and
  – Encourage positive work relations through team-building and training.

Glanz (2002: 89) then shares ideas within each letter of the acronym “CARE” that managers and supervisors can use in order to motivate and retain employees. In one such example under “A = Atmosphere”, Glanz (2002: 133) uses “Create an Atmosphere Where Families Are Welcome”. This is described below:

• The Employee Services Management Association (ESMA) according to Glanz (2002: 134) has the following suggestions:
  – Partner with a local day-care centre to arrange field trips for school-age children on school holidays;
  – Work with a local movie theater to arrange a movie showing on a Saturday morning for employees and their families;
  – Hold a bike rodeo;
  – Have a “kids clothes closet”;
  – Hold a used sports equipment sale;
  – Offer an easter egg hunt;
  – Hold a pasta night for families; and
  – Organise a bus trip to destinations about an hour away to visit a shopping mall, amusement park, ballgame, zoo, etc.
2.3.12 Kaye and Jordan-Evans: A Strategy for Busy Managers

Kaye and Jordan-Evans (2005: 159) focus on strategies at managerial level, providing advice on how busy managers can implement retention plans. Again, these are somewhat tactical in nature, but do warrant merit; owing to the high level of importance of the role of the manager. One of the twenty-six “engagement strategies” covered in Kaye and Jordan-Evans (2005: 159) is “Reward – Provide Recognition”. The reward system that Kaye and Jordan-Evans speak of is personalised, i.e. small tokens and gestures of approval between manager and employee, or team. A few examples of requests that employees have made to their managers according to Kaye and Jordan-Evans (2005: 163) are: an award in front of their peers; a plaque to hang on the wall; a thank you, in writing from the boss; the boss actually implementing one of their ideas; and more freedom of autonomy. Ways to praise employees can be in the form of spontaneity (i.e. on the job), specifically (i.e. not in general), purposefully, privately, publically, and in writing. “Openers”, say Kaye and Jordan-Evans (2005: 165) that should always be considered are:

- “You really made a difference by...”;
- “I’m impressed with...”; and
- “You got my attention with...”.

All twenty-six engagement strategies for managers as advised by Kaye and Jordan-Evans (2005) are listed from (a) to (z):

- a) Ask What keeps you? Do you know what they want?
- b) Buck It stops here Who’s in charge of keeping them?
- c) Careers Support growth Are you building their future?
- d) Dignity Show respect Do they kow that you respect them?
- e) Enrich Energise the job Do your peole have to leave to find growth?
- f) Family Get friendly Avoid having employees to choose between work and family.
g) Goals       Expand options       There are five career paths other than up.

h) Hire       Fit is it       Make a match or start from scratch.

i) Information   Share it       Do you have it? Do you hoard it?

j) Jerk       Don’t be one       Are you one?

k) Kicks       Get some       Are we having fun yet?

l) Link       Create connections       If you build them, they will stay.

m) Mentor       Be one       Are they learning from you?

n) Numbers       Run them       Calculate the cost of loss.

o) Opportunities   Mine them       Will they find them inside or outside?

p) Passion       Encourage it       Help them find the work they love – without leaving.

q) Question       Reconsider the rules       Which will you keep? the rules or the people?

r) Reward       Provide recognition       Which matters more: praise or pay?

s) Space       Give it       Are your people on a short leash?

t) Truth       Tell it       The truth hurts – or does it?

u) Understand       Listen deeper       When you tune out, you lose out – and they move out.

v) Values       Define and align       What matters most?

w) Wellness       Sustain it       Are they sick or tired?

x) Generations       Handle with care       They are different. Can you keep them?

y) Yield       Power down       Give it up to keep them.

z) Zenith       Go for it       Test your Retention Engagement Skills

2.3.13 Taylor’s Organisational Wide Approach

While Glanz (2002), and Kaye and Jordan-Evans’ (2005) approaches appear to be aimed at grass roots “supervisory/manager” level, Taylor (2002: 1) uses an organisation-wide approach. Although the strategies and tactical plans discussed in the former paragraphs all warrant merit, the aim of the study is to explore “retention strategies” that approach the matter in the holistic sense of the meaning of “strategy”, i.e. corporate-wide strategy.
Taylor (2002: 34) discusses formulae for measuring employee turnover and for costing turnover. Although measuring turnover can be calculated in more than one way, one such formulae is: Total number of leavers in the year to date / Total number of employees at date X 100. Taylor’s (2002: 44), costing turnover involves calculating direct costs (i.e. redundancy pay), administrative costs, efficiency related costs, and lost opportunity costs (i.e. business loss). Predicting turnover however, according to Taylor (2002: 54), is most accurate when it draws on both quantitative analysis and management judgement. Taylor (2002: 62), believes that causes for turnover can be in the form of pull factors (i.e. a positive attraction of alternative employment), push factors (i.e. resignation due to the perception that something is wrong with the existing employer, unavoidable turnover (i.e. retirement), and involuntary turnover (i.e. redundancies). Exit interviews says Taylor (2002: 72) are largely unreliable, although if done properly are still worth doing. Employees are reluctant to tell the truth about the reasons for their departure because they either fear reprisal, or are leaving because they are unhappy, or do not want to burn their bridges. Taylor (2002: 74), states that exit interviews should be done confidentially and soon after the letter of termination of service is handed over. Alternative diagnostic tools (Taylor, 2002: 77), and Fields (2001: 200), are staff attitude surveys, surveys of former employees, stayers surveys, and last-job-move surveys.

Once the information in the former paragraph is applied in practice and the correct diagnoses’ have been made, one can move over to Tyalor’s (2002: 83) “Prescriptions”. Taylor (2002: 85), maintains that the ultimate goal of an employee retention strategy is to offer an employee a “better deal”. Firstly, the extent to which employees can be “tied in”, or discouraged from leaving is assessed, then steps that can be taken in order to deter people who are intent on poaching staff need to be followed, are looked at, and finally, the focus is shifted to public relations and branding. Taylor (2002: 44) are presented as employee retention strategies.

a) Improving retention rates.

Taylor (2002: 86) believes that retention rates can be improved through terms of contract (e.g. notice periods, restraint of trade clauses, pay-back clauses and golden handcuffs (sum of
money to be paid out upon predetermined milestones). Although statute clauses are simply not worth pursuing in a court of law, they do serve to influence an employee’s perception of moral obligation. Building defences, (Taylor, 2002: 89), is another way of retaining employees. These include training receptionists to spot head-hunters, guarding internal e-mail lists from head-hunters, refusing to do business with a head-hunter, simply asking the oposition to refrane from head-hunting staff, entering into pacts with other employers in the industry, retaliation and litigation. Employer brand excercises, (Taylor, 2002: 90), is yet another form of improving retention rates. These brand excercises aim to give an employee an identity and sense of belonging. Types of brand image are prestige (great reputation), cause (work which is meaningfull), high risk but big potential (small but fast growing), work-life balance (good job plus time for recreational activities).

b) Pay and benefits.

Taylor (2002: 93) says that because people work to earn money, pay is an important consideration as a retention strategy, but pay is not everything; it only secures temporary compliance. The recommendations with regards to pay are to focus activities around those staff groups who know are the most likely to leave. Always ensure that payment systems are perceived by employees to be fair, and where posible, make the total reward package hard to replicate. Perceptions about pay are usually vastly different from the reality. Employees need to be made aware of how their pay compaeres to industry averages, because according to Taylor (2002: 104), employees genuinely believe that they are above-average performers, contribute as much if not more than their colleagues, and believe they deserve to be recognised accordingly. This will help curb perceptions that they are being treated unfairly by the employer. Golden handcuffs was touched on in a former paragraph. Techniques discussed in Taylor (2002: 109) are bonus systems that pay out after a set period of time, seniority pay tied to years of service, share option schemes, and final salary pension schemes.
c) Training, development and career management.

Two logical but contradictory arguments in Taylor (2002: 117) with regards to training are that investment in training for employees is essential if want to encourage them to stay, or that providing employees with training makes them more likely to leave because of increased skills. Green, et al. (2000) cited by Taylor (2002: 117) found that training paid for by the employer appears to reduce the desire to quit, training paid for by government or employees themselves tends to raise job mobility, firm-specific training is associated with relatively low levels of turnover, and that training that results in the acquisition of skills is more likely to lead to turnover. Promotion opportunities in organisations with flat hierarchical structures, according to Taylor (2002: 122), tend to limit employee opportunity to move up in rank, as compared with organisations with complex hierarchical structures. This affects retention too. Using personal development opportunities is another way of satisfying employee, as opposed to climbing the corporate ladder is another way to retain employees. Employees, who for example do not want to be in managerial roles, would rather aspire to being in a specialist field. The objective then is to develop greater knowledge, achieve recognition as a specialist, have control over one’s area of work, and to undertake interesting high quality areas of work. This leads to another technique, that of job sculpting; where jobs are customised to match people, not the other way round.

d) Working conditions.

Working conditions, says Taylor (2002: 133), for an organisation wanting to retain employees more than the oposition, must be governed by the principles of flexibility, autonomy, variety and responsiveness. This applies to hours of work (long hours and patterns of hours). It also applies to juggling work and family responsibilities says Taylor (2002: 144), where a family front approach is required (i.e. maternity options, childcare, career-break scheme, managers to show interest in their staff’s work family balance, run flexitime systems, and provide sources of advice for staff with family responsibilities). A relatively common factor to contributing to dissatisfaction according to Taylor (2002: 145), is the physical working environment. Hom and Griffeth (1995: 203) cited in Taylor (2002: 146),
show quite clearly that large open-plan arrangements lead to serious dissatisfaction because they act to reduce a sense of autonomy and significance that people enjoy in their work. Leaman and Bordass (2000) cited in Taylor (2002: 146) found that an optimum number of employees in an office is around four.

e) Recruitment, selection and induction.

Taylor (2002: 155) states that there is a good reason why recruitment, selection and induction should be part of a retention strategy. Staff turnover can be minimised by selecting the right recruits in the first instance, and paving the way for a good induction programme in the second, will help minimise initial losses. Aside from not ensuring that the organisation has a proper recruitment and selection programme in place, organisations according to Taylor (2002: 170), often also oversell the job. This is an instance where the job advertisement promotes glamorous aspects (e.g. looking for a keen and ambitious manager) of the job, instead of promoting realistic expectations (e.g. are prepared to work long hours and to take responsibility). Failure to promote the job purpose and requirements properly, may result in the incorrect types of people applying for the job. Selecting to retain according to Taylor (2002: 171), is simply a matter of employing robust selection techniques, i.e. finding the best match in terms of attributes, skills and experience. Induction is a process that begins well before the new recruit begins work says Taylor (2002: 177), and may last for weeks if not months thereafter. Griffeth and Hom (2001) quote the work of Chao, et al. (1994) cited by Taylor (2002: 177), states that areas to focus on during induction are performance proficiency, people issues, politics, language (acronyms), goals and values, and the history of the organisation. Newcomers should also be warned about difficulties and how to overcome them.
Examples of bad supervision according to Taylor (2002: 183), are: supervisors who fail to respond to grievances; supervisors who act autocratically; supervisors who abuse their positions; supervisors who show undue favouritism to some staff; supervisors who fail to appreciate their subordinate’s efforts; supervisors who are very self-centered; and supervisors who fail to deliver on their promises. Six golden rules are offered by Taylor (2002: 188) to effective supervision, these are: 1) give praise where praise is due; 2) avoid the perception of favouritism; 3) talk to every team member regularly; 4) act when suspect there are problems; 5) give people as much autonomy as possibly can; and 6) involve people in decision-making. Frog-marching (escorting people out of the workplace immediately after resignation) and related practices says Taylor (2002: 188), is a practice that is absolutely out of the question. This practice serves only to make those who remain behind negative about how people are treated. If the resigned employee wanted to gain trade secrets, they would have done so prior to resignation.

**2.3.14 Prinsloo’s African Fusion Leadership**

In a personal communication with Arnolds (2008), it transpired that an Africanised medium for employee motivation would be Prinsloo’s (2008) African Fusion Leadership model. Prinsloo (2008: 30), says that if teams are left to their own devices, bad or under-performing people and teams usually deteriorate even further. These people sweat the discomfort, endure the pain, and often accept bullying and scapegoating. Under-performing teams says Prinsloo (2008), are safe havens for lazy, parasitic, incompetent, disinterested, and devious personnel. Good members leave bad teams, mentally and physically. Prinsloo (2008) further states that typical team improvements which range from denial/avoidance, incentives, motivation, productivity improvements, managing individuals or through team building interventions are temporary measures that often contribute to a deterioration of the organisational culture.
Prinsloo (2008) believes that an exciting alternative is to lead a team and organisational transformation through the Ukuphatha Excellence leadership model. Ukuphatha ngobuqotho is an old Nguni term for principled leadership. Such leadership is informed by Ubuntu – “I am because we are”, Simunye – “we are one” and African soulfulness, Prinsloo (2008: 22). This type of leadership touches base on a humanness level. Humanness and excellence work hand-in-hand in a circular form. According to Prinsloo (2008), Ukuphatha Excellence leads a high energy organisational culture through a high humanness ethos, that of Umuzi – “family” culture. Umuzi organisational culture draws on African values of family and a deeper meaning of existence. Excellence is a Western/modern desire for high standards and continuous improvement in contrast to rigid perfection at all costs (especially human), according to Prinsloo (2008). The concept is thus a fusion between Western modern leadership practices and African traditional leadership practices.

The Ukuphatha Excellence Leadership Model is a hierarchy of a ‘being’ and ‘doing’ African fusion leadership.
Figure 2.2  Ukuphatha Excellence Leadership Model

The diagramme, Ukuphatha Excellence leadership model is explained below:

- Context: Recognising contextual dynamics in relation to leadership style and behaviour. Usually the stage at which one needs to break out of comfort zones and ask what are the options and imperatives;
- African soulfulness: Drawing on African wisdom. Inviting traditions of meetings, such as an Imbizo (communication in circular form, also referred to as witnessed communication);
- Character: Ethically aware, sincere, self-reflecting, self-improving. Rely on resilience and tenacity;
- Commitment: Lead very well, stand to be counted. Lead with courage of carefully considered convictions, lead by example;
- Future: Change mastery. Employ African community principles in formulating and reviewing strategy; and

Source: [The Simunye Institute (2008: 22)]
• Practice: Value based transformation.

From the writings of Prinsloo (2008: 34), the Imbizo form of communication is preferred over staff memos, notice boards and e-mails because it offers witnessed communication. This is an enhanced form of communication that the workforce quickly identifies with because voice, eye, and body language are witnessed by participants, requiring consistency and integrity. In a personal communication with Arnolds (2008), he stated that African Leadership as a form of motivation, is not well published in comparison with Western theories. Arnolds (2008) concluded that the principles of African Leadership would be a worthwhile area for study, especially for implementation in the work place.

2.4 EMPLOYEE RETENTION STRATEGIES EMPLOYED BY SARS

2.4.1 Commitments Made – Commitments Honoured

Following the outcome of the first SARS Employee Engagement Survey (2007), a document entitled Commitments Made – Commitments Honoured (2008) was published and distributed to staff. The document covers details of actions that were taken, addressing issues that emanated from the survey. This was also communicated to staff at national Connexion road-shows conducted by senior management (i.e. the Executive) in SARS, including the Commissioner for SARS, Mr. Pravin Gordhan, during 2007. The outcomes and actions taken are listed below:

• Immediate Activities:
  – SARS to provide funding of R85 per employee for the end of year function;
  – SARS to provide free tea and coffee which replaces the current tea clubs in all offices;
  – Introduction of a new work/life balance programme for all employees and their families: SARS 4U;
- SARS to update and implement the long service awards policy for staff and offer monetary benefits;
- SARS to provide an official guideline and budgets for sports and cultural activities; and
- SARS to develop an E-mail address to enable improved communication between management and staff;

- **Medium Term:**
  - Finish “Unfinished Business”:
    - Acting positions. People to be placed into permanent positions, others to be remunerated accordingly (R 791 000 was paid out as a token of appreciation);
    - Siyakha letters. 1 379 people are now placed correctly;
    - Interim positions have been addressed;
    - Car allowances for auditors were resolved;
    - Siyahka grading & salary issues (Ops) were addressed;
    - Branch manager grades were equalised;
  - Implement a new rewards and recognition system to reward desired behaviour and exceptional performance (Amakhwezi);
  - Implement leadership development programmes for team leaders and managers with specific focus on people skills training;
  - Implement a revised career development and growth programme;
  - Revisit (and where necessary) update SARS and other policies to make them more employee friendly and implement a re-induction programme for all managers; and
  - Roll-out an enhanced performance management development system to all levels;
- **Long Term:**
  - Prioritise and implement improved physical working environments according to survey results; and
  - Embark on living the values programme (the way do things). Amakhwezi Recognition Programme, PMDS, 360° Assessments, and the Career Management Model;
• Other Commitments:
  – Wellness centres at border posts;
  – Pay and benefits to be revised;
  – More women in senior positions; and
  – Recruitment process to be enhanced.

2.4.2 SARS: Retention Strategies

In a telephonic communication with Ramlall (2008), she stated that retention strategies in SARS cover the following broad areas:

• Environmental Employee Retention Strategies:
  – These include strategies that will attract, retain and nourish employees;

• Employee Relationship Strategies:
  – The focus is on how employees are managed and treated in the organisation, i.e. improvement in conditions of service;

• Employee Retention Support Strategies:
  – This involves giving employees the tools, equipment and information to get the job done;

• Employee Retention Growth Strategies:
  – Focus is on strategies that deal with personal and professional growth; and

• Employee Compensation Strategies:
  – These strategies cover the broad spectrum of total compensation.

According to Ramlall (2008), “retention is the outcome of everything we do right”. Although there is evidence therefore that SARS has been focussing on retention overall, (i.e. the Employee Engagement Survey (2007) and resulting action steps, and the strategies as stated by Ramlall (2008)), the SARS Strategic Plan (2008 – 2009: 42) is the first documentary evidence found by the researcher of specific initiatives/projects dedicated toward real retention strategies to “enhance human capability”. The target date for implementation of
these initiatives/projects is March 2009 and includes: investing in training and development; attraction and retention of skilled employees; succession planning and rotation; re-deployment of staff; and talent management strategies. The current strategies outlined by Ramlall (2008) are discussed below.

a) Environmental Employee Retention Strategies:

According to Ramlall (2008), the Generation Y subset is most concerned with issues such health and safety, wellness at work, fitness, medical, danger allowance, and social activities. Although much attention is being paid to the border post offices with regards to issues such as social activities and danger allowance, SARS as a whole is being addressed from the perspective of adequate medical cover, overall health and safety issues, and wellness at work.

b) Employee Relationship Strategies:

Relationship strategies according to Scheepers (2008), does not merely cover aspects relating to positive communication between manager and employee, but is an all encompassing strategy that covers some of the following main areas:

- The Employees Immediate Environment:  This relates to the employees’ personal space in the immediate work environment. Most SARS employees today have an ergonomic workspace, with a comfortable chair, a desk, a personal computer with internet/intranet, and a telephone;
- Teaming:  SARS has adopted the teaming concept.  This means that SARS today comprises of teams of between 10 – 12 employees (per team).  The employee works in an open plan office where communication between team members is high;
- Team Structure:  The team hierarchy at SARS is flat.  Direct communication between team members, the team specialist, and the team manager (who share the same space) is enhanced;
• The Organisation: SARS continually updates employees via the intranet, e-mail, workshops, management/employee meetings, and national road shows regarding operational policy and legal issues, HR policies, and items of general interest; and

• Factors Affecting the Employee: Employees are continually informed about things that affect them directly, and informs them of SARS requirements, such as health and safety, wellness, the SARS values, code of conduct, sexual harassment policies, cultural dimensions, diversity management, HR policies (including union collaboration), people’s rights, gifts policy, etc. The SARS brand image and such factors as criminal misconduct is communicated within SARS as much as it is communicated to its external clients.

Septoo (2005: 77), when discussing employee relations with regards to the impact of the Siyakha transformation initiative, says that disciplinary and grievance procedures are a breakthrough for SARS. Managers however, will only exercise discipline when supported (spoon-fed) by HR. She re-iterates that employee relations at SARS, have not reached maturity. It should be noted that one of the SARS Performance Management Development System (PMDS) Key Performance Indicators (KPI’s) for managers and team leaders is, “Employee Engagement Level” which carries a 5% weighting (PMDS Policy, 2008/09). Managers are therefore measured on their ability to engage with employees.

c) Employee Retention Support Strategies:

Support strategies according to Sam (2008), has to do with providing employees with the tools and equipment that they need in order to do their work. In this regard, each employer and manager should be 100% ofay with the requirements of the Occupational Health and Safety Act (OSHAK), and the Labour Relations Act. These Acts specify certain minimum requirements that the employer needs to comply with when providing employees with work space, tools and equipment.
SARS is currently undergoing a major overall of all Branch Office work space and facilities, as well as for Border Posts. Many offices are being re-located to newer buildings. These buildings are more conducive to administrative type work, purposely fitted with corporate designed workstations, office furniture and facilities, colour coded carpets and blinds, paintings, and air-conditioners. Aside from labour relations, health and safety, and aesthetically appealing environments, the idea is that an employee who goes to another office on a business trip, for training, meetings, relocations, and so forth, must be-able to identify and fit in with a standard corporate identity.

d) Employee Retention Growth Strategies:

The SARS Career Model was launched in 2008, for implementation by the end of September 2008. According to the My Career (2008) portal on the SARS intranet, the Career Model is a programme that will empower employees to plan, map and track their career progress at SARS. The “My Career” programme is being implemented to ensure that:

- SARS acquires, develops and retains professional tax and customs officials and to support personnel;
- The right person is recruited or positioned in the right role;
- Career development and growth opportunities are provided;
- Disparities in salaries and grading issues are addressed; and
- Employees are empowered to take responsibility for their own career progression.

Career management at SARS will no longer be defined by vacancies. Career management at SARS is managed using the concept of “Role Families”, which is made up of four major processes:
Design of models. This has two primary elements;
- Role Family Model, is defined as the entire spectrum of jobs in a cluster that have a similar focus, i.e. in HR there is administration, employee relations, and training. The employees job is slotted into the role family, and the level of proficiency is evaluated;
- Career Path Model, consisting of two elements;
  - Career Move Option, where guidance is provided on whether or not a career move is logical or illogical;
  - Career Path Option, where the options and competencies required to move to each level are identified, these being:
    - Developmental (moving up the spectrum of roles in a particular role family);
    - Transition (movement within a cluster to another role family);
    - Transfer to another cluster;
- Positioning of people. This has two primary elements;
  - Positioning tool (existing employees). Employees whose work execution has been observed can be positioned against the “Role Family” model with the assistance of a 180° evaluation tool. This will involve an assessment by the employee, his or her direct line manager, another manager, and two peers;
  - Targeted Behavioural Interview (new employees). Positioning people by use of a targeted behavioural interview (TBI) for selection process;
- Interface Management with other HR processes. These include career planning, succession/talent planning, reward and recognition, managing performance, training and development, recruitment and selection; and
- Operation of the model, post implementation.

Training needs that are identified are correlated directly to the PDP (Personal Development Plan) and used for input. Completion of projects identified in the PDP is used as feedback toward the “positioning of people” tool.
e) Employee Compensation Strategies:

According to Ramlall (2008), this has to do with actual compensation. SARS employees have enjoyed salary increases of above CPIX over the past few years, and earn well above what officials in other government departments earn. SARS uses the Total Cost To Company method of compensation. This, in addition to the basic salary, includes aspects such as a pension fund contribution, housing allowance, medical aid contribution, an additional cash allowance, a group life fringe benefit, UIF and Union fees.

While not directly related to the compensation structure as described above, it is interesting to note that in a survey (of 40 respondents) conducted by Ross (2002: vi) on the influence of the SARS Hay Grading System on motivation of SARS employees, it was concluded that, “the majority of respondents (92,5%) are of the idea that the Hay Grading System is not functioning well... the study also revealed that grades are not clearly defined, there is no consistency, fairness and equity”.

2.5 CONCLUDING REMARKS

The need for employee retention strategies (i.e. retaining skilled employees) was discussed in this chapter in relation to the cost of SARS’s inability to retain valuable customers. An explanation of this concept yielded similarities between SARS (being a public sector organisation) and a private sector organisation’s revenue yield/loss. In the case of SARS, the cost of not being able to retain valuable customers is a calculation of the cost of the “tax gap” which is currently estimated at between 20 and 30 billion Rand is in addition to the cost of employee attrition, which affects all South African stakeholders. Hence the need to retain skilled employees at SARS.

It has been shown in this chapter that much of the literature contains information about tactical retention strategies, and less about broader organisational strategic issues. Both of
these were discussed in some detail. Generation subsets were the focus of much of the literature. This served to compare the different issues of retention strategy in relation to the Generation subset continuum. The most prominent feature of the strategic issues was Taylor’s (2002) organisation-wide approach, with which the other tactical and strategic issues in this chapter overlapped. SARS’s current retention strategy was discussed in detail. Much of the information contained in SARS’s strategy posed similarities between that which was researched, and contained some newer elements of retention strategies as compared with the prior literature review.
CHAPTER 3

RESEARCH METHODOLOGY

AND A BIOGRAPHICAL ANALYSIS OF RESPONDENTS

3.1 INTRODUCTION

Chapter three begins with a discussion of the research methodology used in the study. The methodology used (methodological triangulation) is discussed from a theory perspective, and then for application and use. Information regarding the survey (questionnaire) design, using the works of Taylor (2002) and others in chapter two is presented. The questions in the questionnaire are explained using numerous examples of how the respective questions were arrived at, and for what purpose. Prior to distribution of the questionnaire, a pilot study of the questionnaire was conducted to test various accuracies relating to the response thereof. Statistical analysis theory and presentation of information relating in particular to univariate data (which is data with a single variable), provides information on how best to analyse the survey results for the purpose of presentation style and technique.

A full review of the biographical information of the survey results are presented toward the end of this chapter, followed by concluding remarks. The most pertinent results at this point in the research are that: a 47% response rate was obtained; and that 60% of all respondents have been employed at SARS for more than 10 years.

3.2 RESEARCH METHODOLOGY

3.2.1 Research Theory

Collis and Hussey (2003: 1) state that while research means different things to different people, from the different definitions offered, there appears to be a general agreement that:
• Research is a process of enquiry and investigation;
• It is systematic and methodical; and
• Research increases knowledge.

According to Collis and Hussey (2003: 2) the qualities of a good researcher are good communication skills, intellectual skills, information technology skills, and organisational skills. They must be motivated to complete the research project, must be able to work independently and must be aware of his/her personal strengths and weaknesses. Collis and Hussey (2003: 10) further state that:

• Exploratory research is to look for patterns, ideas or hypotheses, which can be tested for causality by deducting logical consequences which can be tested against empirical evidence. Empirical evidence is data based on observation or experience. This type of research according to Ghauri and Gronhaug (2002: 49), is better used when the research problem is badly understood, and flexibility is required in solving the problem;
• Descriptive research describes phenomena as they exist, which according to Ghauri and Gronhaug (2002: 49) is used when the research problem is well understood; and
• Analytical research goes further than descriptive research, aiming to discover and measure causal relations among them.

Case studies according to Ghauri and Gronhaug (2002: 171) are often associated with descriptive or exploratory research (but are not restricted to such) and are used when ‘how’ and ‘why’ questions need to be answered.

Methodology according to Collis and Hussey (2003: 55) refers to the overall approach to the research process, from the theoretical underpinning to the collection and analysis of data. Quantitative research (positivistic) according to Collis and Hussey (2003: 13) is objective in nature and concentrates on measuring phenomena. Qualitative research (phenomenological)
is subjective in nature and involves examining and reflecting on perceptions in order to understand social and human activities. Finally, methodological triangulation, is where both quantitative and qualitative research methods of data collection are used (Collis and Hussey 2003: 78). Ghauri and Gronhaug (2002: 181) merely state that triangulation refers to a combination of methodologies which can improve the accuracy of judgements and thereby the results; producing more complete, holistic and a contextual portrait of the object under study.

It is against the backdrop of the theoretical information presented in the former paragraphs that this section, the “methodology” of the study, is presented. This, according to Ghauri and Gronhaug (2002: 190), is to inform the reader of the research design; which may influence the research methods employed, the sources of data and methods of data analysis.

### 3.2.2 The Research Problem

In chapter one of this study, insights into the problem area (namely the dwindling global labour pool and competition for skilled resources) gave rise to the selected research question; “Strategies to retain skilled employees within SARS Customs”. One key variable in substantiation to the selected problem was the SARS Employee Engagement Survey (2007: 30). According to the survey “Trapped” (those who want to leave the organisation but cannot leave because of personal circumstances) employees comprised 20% of the organisation, and “High Risk” (those who are at risk of leaving) employees comprised 39% of the organisation. Other research information which presented key variables were the numerous articles, reports, theses and general publications which served to justify in-depth research into the selected problem area.

### 3.2.3 Application of Methodology

From chapter one of the study; the main objective of the research was to identify strategies that SARS Customs can use to help retain skilled employees. This was done by reviewing
strategies used by other organisations to determine the reasons for the high levels of disengagement of employees at SARS, to determine what strategies employees’ at SARS expect to be implemented, and to formulate an employee retention strategy that can be used at the SARS Customs Branch Offices in the Eastern Cape Region (i.e. PEZ, HFV and ELN) in order to retain skilled employees.

Thus, the methodology employed in this study is methodological triangulation (Collis and Hussey, 2003: 78, Ghauri and Gronhaug, 2002: 182), which is a combination of quantitative and qualitative methods of research. This also provides for enhanced validity to case study-type research reports. Both primary research (surveys) and secondary research (internal and external published and un-published media) sources have been used. The study is in a “case study” format, owing to the descriptive, analytical and exploratory nature of the research.

3.3 THE LITERATURE REVIEW

The literature review according to Gill and Johnson (1991: 21) cited by Collis and Hussey (2003: 109) should provide the reader with a statement of major questions and issues in the field under consideration. They, Collis and Hussey (2003: 293), also state that the literature review is to provide proof of scholarship (i.e. that the researcher has the intellectual capacity to read it and criticise it constructively).

Owing to the critical selection process of the literature, information needed to be gathered from a broad spectrum of sources. The literature search according to Collis and Hussey (2003: 84) is a process of finding as much secondary data (i.e. data which already exists) as possible. The search therefore included research databases on the Nelson Mandela Metropolitan Universities’ (NMMU) on-campus website, such as EBSCOHost, Emerald, Gale Infotrac, and the NMMU’s library database. Other sources included the World Wide Web, the University of Stellenbosch’s Library through the Inter-Library Loan Office at the NMMU, the SARS Intranet, electronic mails, and various published and un-published sources within SARS.
The literature search was specifically based on employee retention strategies. The aim was a deliberate attempt to avoid reading specifically into employee motivation theory, thereby creating a fresh look on how ‘actual strategies’ can be employed to retain employees. This involved various mind-mapping exercises, also described in Collis and Hussey (2003: 83), which helped to define the scope of the literature review. Strategies employed by organisations from around the world, as well as information gathered from related textbook publications were used to bring strategies to the fore and to debate them. Comparisons between these were drawn for the purpose of validity of the information, level of importance thereof, practicality of implementation and use in the workplace, and to increase the level of knowledge in the chosen field of study.

3.4 THE QUESTIONNAIRE

3.4.1 Design of the Questionnaire

Because the questionnaire was based on actual strategy rather than motivation theory, design issues were somewhat arduous. The design had to be formulated from afresh using a combination of factors identified within chapter two of the study. This resulted in little repetition of already ‘commonly’ understood practices (i.e. in the case of motivation theory). Although the questionnaire was designed with simplicity in mind, there needed to be a balance between simplicity in design, and a responsible account toward answering the research problem, i.e. the determination of strategies to retain skilled employees within SARS Customs.

The design was divided into two sections, 1) biographic/demographic information (see Appendix B attached), and 2) seven sub-sections detailing retention strategies listed from A – G (also in Appendix B):

A. Retention Strategies;
B. Pay and Benefits;
C. Training, Development and Career Management;  
D. Working Conditions;  
E. Recruitment, Selection and Induction;  
F. Effective Supervision; and  
G. Day-To-Day Activities.

The works of Taylor (2002) was seen to encompass much of the literature study as presented in chapter two. This formed the basis of the questionnaire design, from an academic framework perspective; because of its generic direction about retention issues, i.e. headings A, B, C, D, E, and F in the former paragraph. Some individual questions were drawn from the writings of other sections of the literature study within chapter two. This was in order to bolster the strategic direction of the questionnaire. An example of this is question number 21 under D) Working Conditions, “I have the tools to do my work”, which was derived from the SARS retention strategy, “Employee Retention Support Strategies”. More examples of questions that were drawn from writings other than Taylor (2002) were question numbers 23 – 26. This does not mean however that there was not an overwhelming overlap between Taylor (2002) and others in the literature study. D) Working Conditions, question number 18 “I have autonomy at work” was also cited by Sirota (2005), where it was stated that “bureaucracy” led to an inability to get decisions made. In another example, F) Effective Supervision, where numerous questions about the manager were asked, is the result of literature writings to the effect that the “manager” is the most important reason why an employee leaves an organisation. This was cited by Domeyer (2007) and Poisat (2006).

Finally, heading G) Day-To-Day Activities, was the amalgamation of important issues that were presented throughout the text of chapter two which serve to question pertinent, yet stand alone aspects of retention issues (i.e. questions that do not necessarily support each other within one main heading like those found within B Pay and Benefits). An example of this is G) Day-To-Day Activities where the question is; “I have access to people and technology”. This is a key characteristic of the Generation “Y” subset, as stated by Robinson and Sampath (2005) and Kaye and Jordan-Evans (2005).
3.4.2 Design of the Questions

A Likert rating scale as described in Collis and Hussey (2003: 184) was used for section two of the questionnaire. The question is turned into a statement and the respondent is asked to indicate their level of agreement by checking the chosen box with an “x”. In an E-Mail communication with Feirera (2008), if there are an odd number of check boxes (i.e. a rating scale from 1 – 5), then there is a likelihood that the respondent will merely choose an average rating for most questions. How one “forces an answer” according to Feirera (2008) is to create an even number of check-boxes and to label them in words, i.e. Strongly Disagree – Disagree – Agree – Strongly Agree. According to Feirera (2008), numbering the boxes from one end of the continuum to another, is only for analysis purposes, and for which purpose, any numbering system can be used.

With the exception of one question (number 15), all question statements were posed in a positive context, i.e. under B) Pay and Benefits, question number 6, “I am encouraged to stay at SARS because – Total remuneration is good”. The emphasis is on the words “I am encouraged” and “good”. The benefit of this is to discourage leading statements, i.e. leading the respondent into a negative context. It is after all, the negative context that are attempting to disprove, but if proven, is an indication of a problem area. Therefore, if the answer is “Strongly Disagree”, then it is truly so. According to Collis and Hussey (2003: 185), questions of a sensitive nature, should be avoided, or if posed, should be lead up to slowly in the questionnaire (i.e. toward the end). They, Collis and Hussey (2003: 178) also advise to avoid asking negative questions.

Question number 15 is the only question that is posed in a negative context, for example, “I feel that – My personal development needs are not being addressed”. The emphasis is on the word “not”. This is similar to, but different from Collis and Hussey’s (2003: 186) “Test re-test method”, where two identical questions are asked in order to test the reliability and validity of the answer. This is not a favourable method according to Collis and Hussey (2003: 186), because it irritates the respondent. In this case, the test lies in the level of consistency between the two main rating sub-bands on the Likert scale (i.e. between the
Disagree sub-continuum on the left hand and the Agree sub-continuum on the right hand). For example, a respondent could merely answer, “Strongly Agree”, to all question statements because he/she is lazy to read the questions properly. This type of respondent may then automatically answer “Strongly Agree” to question number 15 as well. If it was his/her real intention to answer all question statements in a positive context, then question number 15 should be answered as “Strongly Disagree” in order to maintain the positive context. Failing this, the respondent can be thought of as not having applied his/her mind to the statements and has not answered honestly. Also, it serves to keep the respondents on their toes.

3.4.3 Testing the Questionnaire

Prior to distribution, the questionnaire was tested on five respondents in a pilot study. A pilot study is an essential element of testing the questionnaire prior to distribution, according to Collis and Hussey (2003: 174). The questionnaire was submitted to these respondents in the same manner (via E-Mail) and format as the main distribution list. The test-respondents were selected based on the following criteria:

- They had to be known to the researcher for the sake of honest feedback;
- They had to be somewhat technologically challenged in order for the researcher to determine how they would respond to the electronic formatting (Excel spreadsheet), completion and return submission without losing information; and
- They had to represent a broad spectrum of grades (2 – 5B), as well as race groups, so that the researcher could test language issues and the respondent’s understanding of the questions.

No findings of concern were reported. All test-respondents were satisfied with the questionnaire.
3.4.4 Distribution

Distribution of the questionnaire was via electronic mail to 102 respondents (see appendix B). The mailing list of all respondents was obtained from Mkhize (2008), the Regional Human Resource Manager for the Eastern Cape, for all grades 2 – 5B. The questionnaire was supported with a covering letter addressed to the respondents, requesting of them to complete and return the questionnaire. The covering letter stated that their respective Branch Managers (PEZ, HFV and ELN) had given permission for the specific research. Care was also taken to inform respondents that the information would be treated as “confidential”.

3.5 SAMPLE AND VALIDITY

3.5.1 Sample

Although the research problem appears to cover a large population, “skilled employees within SARS Customs”, in both chapters one and two of the study an indication of the extent of the research in terms of geographic area is stated, e.g. PEZ, HFV and ELN Branch Offices. The results obtained will be for the benefit of creating an employee retention strategy for the two respective Branch Offices (i.e. the Customs Eastern Cape Region), although recommendations for the benefit of SARS Customs as a whole may also be made. This presents a limitation of the study. Because of the need to conduct statistical analysis in positivistic research, according to Collis and Hussey (2003: 56), the sample size needs to be as large as possible. The target audience for the purpose of the questionnaire in the study is all personnel with grades 2 – 5B in the respective Branch Offices. This constitutes 102 potential respondents.

3.5.2 Validity and Reliability

Validity and reliability have to some degree been addressed in paragraph 3.4.1, “Design of the question”. Reliability is concerned with the findings of the research, where the same results must be achieved if researched by someone else, according to Collis and Hussey
Validity is concerned with the extent to which the research findings represent what is happening in the situation (whether it is a true picture of what is being studied). Another appropriate method according to Collis and Hussey (2003: 185) is the “split-halves method”, where the responses are split into two portions and the correlation coefficient for the two are calculated and compared with each other. They do not however, state what quantities of questionnaires are required in order to obtain an accurate reflection. Ghauri and Gronhaug (2002: 70) offer an interesting alternative, “face validity”, where one simply asks the opinion of others acquainted with the topic, whether the results appear to be a reasonable measure, for validity.

3.6 STATISTICAL ANALYSIS

Each questionnaire received was printed, numbered and collated. The raw data was tallied using Microsoft, an excel spread-sheet. The use of statistical techniques on the excel spread-sheet assisted in adding up and deriving statistical data for analyses and decision-making purposes.

Ghauri and Gronhaug (2002: 125) state that the first step in analysing data with one variable is to construct a univariate frequency distribution. The questions, with their respective frequencies and percentages of each, are merely listed in tabular form.

Collis and Hussey (2003: 197), supported by Ghauri and Gronhaug (2002: 126) state that for exploratory research with univariate data (a single variable), should be presented in the following instances and forms:

- Presenting Frequencies: Tables and graphical forms;
- Measuring Location: Mean, median and mode;
- Measuring Dispersion: Range, interquartile range and standard deviation;
- Measuring Change: Index numbers.
Such displays of data can be observed by the reader quickly and easily.

3.7 ANALYSIS OF THE BIOGRAPHICAL INFORMATION

3.7.1 Total Population – Response Rate

From the 102 questionnaires distributed, 48 responses were received, representing a response rate of 47%. The balance of 54 respondents questionnaires remain outstanding, representing 53% of all respondents in the population. These are represented in Table 3.1 and in Chart 3.1 below.

Table 3.1 Total Population – Response Rate

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attained</td>
<td>48</td>
<td>47%</td>
</tr>
<tr>
<td>Outstanding</td>
<td>54</td>
<td>53%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>102</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Results obtained from analysis of survey responses by total population
Wallace and Mellor (1988) cited by Collis and Hussey (2003: 177) describe methods for dealing with non-response questionnaires, “A comparison of the characteristics of those who responded with those of the population, assuming you know them”, can be used. Omitting to answer questions, according to Collis and Hussey (2003: 177), can be overcome by making an educated guess from the respondent’s other answers, but that a response questionnaire with a large number of non-responses should be omitted from the analysis. In some cases, these methods were used by the researcher for non-response questionnaires, each one of which is put forward and explained below:

- 1 x response questionnaire: the “Manager” portion was incomplete (the response questionnaire was still used, using an educated guess method);
- 1 x response questionnaire: two general questions were incomplete (the response questionnaire was still used, using an educated guess method); and
- 2 x response questionnaires: a large portion of questions were incomplete (these could not be used in the survey analysis and were therefore omitted).
3.7.2 Branch Office – Response Rate

Of the 48 responses received (taking into account that only 35 (34%) were distributed to East London compared to 67 (66%) distributed to Port Elizabeth), 14 were received from the East London Branch Office, representing 29% of the total response. The balance of 34 responses was received from the Port Elizabeth Branch Office (which includes a small component of staff at the Port Elizabeth Airport), representing 71% of the total response. These are represented in Table 3.2 and Chart 3.2 below.

Table 3.2 Branch Office – Response Rate

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>East London</td>
<td>14</td>
<td>29%</td>
</tr>
<tr>
<td>Port Elizabeth</td>
<td>34</td>
<td>71%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>48</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Results obtained from analysis of survey responses by branch office

Chart 3.2 Branch Office – Response Rate

Source: Results obtained from respondents’ analysis by branch office in table 3.2
3.7.3 Nationality – Response Rate

The response rate by nationality is divided between the following groups: 17 African’s which constitute 35% of the response; 1 Indian, with a 2% response; 8 Coloured’s with a 17% response; 21 Whites with a 44% response; and 1 in the category of Other, with a 2% response. The two main sub-categories are therefore White and African, followed by Coloured. These are represented in Table 3.3 and in Chart 3.3 below.

<table>
<thead>
<tr>
<th>Nationality</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>African</td>
<td>17</td>
<td>35%</td>
</tr>
<tr>
<td>Indian</td>
<td>1</td>
<td>2%</td>
</tr>
<tr>
<td>Coloured</td>
<td>8</td>
<td>17%</td>
</tr>
<tr>
<td>White</td>
<td>21</td>
<td>44%</td>
</tr>
<tr>
<td>Other</td>
<td>1</td>
<td>2%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>48</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: Results obtained from analysis of survey responses by nationality

Chart 3.3 Nationality – Response Rate

Source: Results obtained from analysis of survey responses by nationality
3.7.4 Years of Service – Response Rate

An error which occurred in the years of service category was made by omitting the sub-category of 0 – 6 months. This is not considered as serious because of the low number of new employees currently working for SARS in the respective branch offices (i.e. only 1 x new employee at PEZ in this category). The employees in the 0 – 6 months category were omitted from the distribution list by chance.

Of the responses received: 3 employees were in the 6 – 12 month category, with a 6% response; 1 employee was in the 1 – 2 year category, with a 2% response; 6 employees were in the 2 – 3 year category, with a 14% response; 4 employees were in the 3 – 5 year category, with an 8% response; 5 employees were in the 5 – 10 year category, with a 10% response; and a surprising 29 employees were in the 10 years plus category, with a 60% response rate. The overwhelming majority (60%) therefore, comprises employees in the 10 year plus category, reducing in percentage as the duration of service declines. These are represented in Table 3.4 and in Chart 3.4 below.

<table>
<thead>
<tr>
<th>Years of Service</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 – 12 months</td>
<td>3</td>
<td>6%</td>
</tr>
<tr>
<td>1 – 2 years</td>
<td>1</td>
<td>2%</td>
</tr>
<tr>
<td>2 – 3 years</td>
<td>6</td>
<td>14%</td>
</tr>
<tr>
<td>3 – 5 years</td>
<td>4</td>
<td>8%</td>
</tr>
<tr>
<td>5 – 10 years</td>
<td>5</td>
<td>10%</td>
</tr>
<tr>
<td>10 + years</td>
<td>29</td>
<td>60%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>48</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: Results obtained from analysis of survey responses by years of service
3.7.5 Generation Subset – Response Rate

In the response rate category of generation subset: 16 employees were Generation Y’ers, representing a 33% response; 23 employees were Generation X’ers, with a 49% response; 9 employees were in the Baby Boomer category, with an 18% response; and 0 employees were in the Matures category. Generation X (49%) are in the lead, followed by Generation Y (33%) and Baby Boomers (18%). These are represented in Table 3.5 and in Chart 3.5 below.

Table 3.5 Generation Subset – Response Rate

<table>
<thead>
<tr>
<th>Generation Subset</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Generation Y</td>
<td>16</td>
<td>33%</td>
</tr>
<tr>
<td>Generation X</td>
<td>23</td>
<td>49%</td>
</tr>
<tr>
<td>Baby Boomer</td>
<td>9</td>
<td>18%</td>
</tr>
<tr>
<td>Matures</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>48</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: Results obtained from analysis of survey responses by generation subset
3.7.6 Employee Grade – Response Rate

Employees by Grade were represented as follows: 14 employees in Grades 2–3B with a 29% response; and 34 employees in Grades 4–5B, representing a 71% response rate. The majority are in grades 4–5B, owing to the fact that the distribution list contained 25 employees in Grades 2–3B, and 77 employees in Grades 2–5B. These are represented in Table 3.6 and in Chart 3.6 below.

<table>
<thead>
<tr>
<th>Grade</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grade 2–3B</td>
<td>14</td>
<td>29%</td>
</tr>
<tr>
<td>Grade 4–5B</td>
<td>34</td>
<td>71%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>48</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Results obtained from analysis of survey responses by employee grade
3.7.7 **Employee Qualification – Response Rate**

It was assumed that because the minimum requirements for employment at SARS is matric, that all respondents would have a matriculation certificate. Because employees were able to select more than one sub-category in this field of the questionnaire, the quantities of responses would possibly add up to more than there were respondent questionnaires. In this instance, the frequencies recorded below add up to 50 marked responses, representing a total of 104% of the total number of respondents. All calculations have therefore been calculated using 48 (number of respondents) as the basis for the arithmetic mean.

Of all the marked responses in this category: 12 employees are currently studying (25%); 25 employees have a national certificate (52%); 10 employees have a national diploma (21%); 3 employees have a post graduate (6%); and 0 employees have an honours’ degree or higher. These are represented in Table 3.7 and in Figure 3.7 below.
Table 3.7  Employee Qualification – Response Rate

<table>
<thead>
<tr>
<th>Qualification</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Studying</td>
<td>12</td>
<td>25%</td>
</tr>
<tr>
<td>N. Cert.</td>
<td>25</td>
<td>52%</td>
</tr>
<tr>
<td>N. Dip.</td>
<td>10</td>
<td>21%</td>
</tr>
<tr>
<td>Post Grad.</td>
<td>3</td>
<td>6%</td>
</tr>
<tr>
<td>Honours +</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>50 of 48</td>
<td>104%</td>
</tr>
</tbody>
</table>

Source:  Results obtained from analysis of survey responses by employee qualification

Chart 3.7  Employee Qualification – Response Rate


c

Employee Qualification

<table>
<thead>
<tr>
<th>Qualification</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Studying</td>
<td>12</td>
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</tr>
<tr>
<td>N. Cert.</td>
<td>25</td>
<td>52%</td>
</tr>
<tr>
<td>N. Dip.</td>
<td>10</td>
<td>21%</td>
</tr>
<tr>
<td>Post Grad.</td>
<td>3</td>
<td>6%</td>
</tr>
<tr>
<td>Honours +</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>50 of 48</td>
<td>104%</td>
</tr>
</tbody>
</table>

Source:  Results obtained from analysis of survey responses by employee qualification

3.8 FACE VALIDITY

The researcher concluded that abstaining from making use of this option for validation would be in the best interests of individual SARS employees. Collis and Hussey (2003: 36) state that anonymity may be used when reporting, by simply making reference to an individual employee’s title. The researcher however, believes that a 47% response rate is sufficient for
the purpose of arriving at conclusions, and that anonymous validity may not necessarily add value to the study.

3.9 CONCLUDING REMARKS

After an extensive review of methodological theory, it was determined that a methodological triangulation (a combination of quantitative and qualitative data) method of research would be employed, in a case study format. The questionnaire was drawn up using information emanating from the research in chapter two of the study, and distributed to 102 respondents in the Port Elizabeth and East London branch offices. The response rate was 47% (48 responses). Some of the key indicators in the biographical analysis of the survey results were as follows: the Port Elizabeth office had a 77% response rate. While the distribution to the East London office was 35 (34%) because it is a smaller office; 44% of all respondents were White, followed by 35% African, and 17% Coloured; 60% of all respondents were employed at SARS for more than 10 years; 49% of respondents were Generation X’ers (aged between 32–43), 33% were Generation Y’ers (aged between 18–31) and 18% were Baby Boomers (aged between 44–62); and, 52% of all respondents held a National Certificate qualification and, 25% are currently studying.
CHAPTER 4

ANALYSIS, INTERPRETATION,
AND DISCUSSION OF THE RESEARCH RESULTS

4.1 INTRODUCTION

Chapter four begins with an explanation of how the ordinal data in the survey is displayed and analysed. The “Strongly Disagree” and “Disagree” number of responses for each question is added together; likewise with the “Agree” and “Strongly Agree” sub-continuum. The total average of all the responses in the survey for the disagree and agree number of responses are calculated. The resulting averages are then taken as a benchmark response, against which, all the survey responses (for all question responses and sub-category averages) are displayed for comparison purposes.

The interpretation and discussion of results is supported by tables and graphs, which clearly display the survey data that is being analysed within each sub-category. Specific explanations with regards to the validity test (i.e. question number 15), is investigated (as was discussed in paragraph 3.4.2 in the former chapter). For analysis purposes, all questionnaire responses were found to be reliable. The chapter concludes with a summary of all the discussions regarding retention issues in tabular form, indicating which of the responses are below, on, or above the benchmark percentage, or par value. The concluding remarks of this chapter summarise the discussion.

4.2 ORDINAL DATA SURVEY

According to Collis and Hussey (2003: 202), ordinal data is nominal data (i.e. classified into named categories) which has been ordered in some way. When analysing ordinal data, according to Collis and Hussey (2003: 203) and according to a personal communication with Feirera (2008), bar charts should be used for display purposes. Ferreira (2008) also states
that when analysing ordinal data in a bar chart display, one should (in this case) use the mode (i.e. the biggest one) as a measure of central tendency. In light of this, horizontal bar charts will be made use of in this chapter. In a study by Swanepoel, et al. (2004: 81), because of limited data, certain rankings in the Likert scale were summed for analysis purposes (i.e. the “Strongly Disagree” column was added to the “Disagree” column, likewise the “Agree” column was added to the “Strongly Agree” column. Because there is little significance when analysing a four rank Likert scaled result with 48 responses, columns “Strongly Disagree” and “Disagree” were added together to form a “Disagree” column. The “Agree” and “Strongly Agree” columns were also been added together to form an “Agree” column. The statistics will therefore be displayed in a proportionate manner for each, showing both results, i.e. for “Disagree” (on the left) and “Agree” (on the right). Totals in each category will be also be averaged.

4.3 BENCHMARK FOR THE ANALYSIS OF RESULTS

The total average for all results (as displayed toward the end of this chapter) in the survey will be used as a benchmark for analysis purposes, and not merely the mode. Overall, the resultant benchmark is as follows:

Disagree Benchmark: 38%;

Agree Benchmark: 62% For visual purposes on the horizontal bar chart, this is at the 38% mark (i.e. 100% - 62% = 38%).

The 38% mark on the horizontal bar charts will therefore, be used as the distinguishing point between disagree and agree for all questions and sub-category averages. This is also displayed on the respective bar charts.
4.4 HOW DOES SARS CUSTOMS MEASURE UP?

4.4.1 Retention Strategies

Table 4.1 Retention Strategies

<table>
<thead>
<tr>
<th>Q No</th>
<th>I am encouraged to stay at SARS because of:</th>
<th>Disagree</th>
<th>Agree</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Annual performance bonus payments</td>
<td>No 19</td>
<td>29</td>
<td>48</td>
</tr>
<tr>
<td></td>
<td></td>
<td>% 40%</td>
<td>60%</td>
<td>100%</td>
</tr>
<tr>
<td>2</td>
<td>Long service awards</td>
<td>No 32</td>
<td>16</td>
<td>48</td>
</tr>
<tr>
<td></td>
<td></td>
<td>% 67%</td>
<td>33%</td>
<td>100%</td>
</tr>
<tr>
<td>3</td>
<td>Great prestige working for SARS</td>
<td>No 15</td>
<td>33</td>
<td>48</td>
</tr>
<tr>
<td></td>
<td></td>
<td>% 31%</td>
<td>69%</td>
<td>100%</td>
</tr>
<tr>
<td>4</td>
<td>There is meaning in the work I do</td>
<td>No 4</td>
<td>44</td>
<td>48</td>
</tr>
<tr>
<td></td>
<td></td>
<td>% 8%</td>
<td>92%</td>
<td>100%</td>
</tr>
<tr>
<td>5</td>
<td>Work-life balance (i.e. time for family)</td>
<td>No 5</td>
<td>43</td>
<td>48</td>
</tr>
<tr>
<td></td>
<td></td>
<td>% 10%</td>
<td>90%</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td><strong>SUB TOTAL AVG’S</strong></td>
<td>No 15</td>
<td>33</td>
<td>48</td>
</tr>
<tr>
<td></td>
<td></td>
<td>% 31%</td>
<td>69%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Results obtained from analysis of survey responses: A) Retention Strategies

The overall statement in this category, “**Retention Strategies – I am encouraged to stay at SARS because of**”, is analysed as follows:

Above Benchmark Proportion who Disagree:

Question numbers 1 (40%) and 2 (67%) (of employees who disagree) relate to monetary fringe benefits, i.e. annual performance bonuses and long service awards.
respectively. There appears to be little regard by way of retention to these elements; employees therefore, view such fringe benefits in low regard to overall retention, or believe that SARS Customs is not getting it right.

**Chart 4.1 Retention Strategies**

---

**Source:** Results obtained from analysis of survey responses: A) Retention Strategies

**Above Benchmark Proportion who Agree:**

Question numbers 3 (69%), 4 (92%) and 5 (90%) (of employees who agree) relate to non-monetary issues, i.e. prestige of organisation, meaning of work and work-life balance respectively. They fall within the categories of organisation branding, brand image and work-life balance issues. Employees regard these issues highly in relation to retention and believe that SARS Customs is doing the right thing.

**Average in this Category:**

The overall average in this category is viewed favourably, i.e. disagree is 31% and is below benchmark (< 38%), conversely, the agree (69%) is above benchmark (> 62%). Although SARS Customs is performing reasonably well in this category, the individual elements of analysis are more important in this measurement.
Overall:

The monetary fringe benefits may require attention, whether from an improvement perspective of the benefit, or from the perspective of communication to staff (i.e. explanation of its purpose). Alternatively, the monetary benefits provided may be accepted in view of the fact that staff merely have a higher regard to non-monetary benefits, i.e. the monetary fringe benefits are minor in comparison with the total of the reasons for retention. It is equally important to take note of what is going right, in this case, branding, brand image (which enhance prestige and meaning at work), and work-life balance.

4.4.2 Pay and Benefits

<table>
<thead>
<tr>
<th>B) Pay and Benefits</th>
<th>Disagree</th>
<th>Agree</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q No</td>
<td>I am encouraged to stay at SARS because:</td>
<td>No</td>
<td>%</td>
</tr>
<tr>
<td>6</td>
<td>Total remuneration is good</td>
<td>14</td>
<td>29%</td>
</tr>
<tr>
<td>7</td>
<td>Fringe benefits are good (housing, medical, pension)</td>
<td>8</td>
<td>17%</td>
</tr>
<tr>
<td>8</td>
<td>Service bonus is good</td>
<td>11</td>
<td>23%</td>
</tr>
<tr>
<td>9</td>
<td>Annual increases are good</td>
<td>29</td>
<td>60%</td>
</tr>
<tr>
<td>10</td>
<td>It is a stable organisation to work for</td>
<td>3</td>
<td>6%</td>
</tr>
<tr>
<td>SUB TOTAL AVG’S</td>
<td>No</td>
<td>%</td>
<td>13</td>
</tr>
</tbody>
</table>

Source: Results obtained from analysis of survey responses: B) Pay and Benefits
The overall statement in this category, “**Pay and Benefits – I am encouraged to stay at SARS because of**”, is analysed as follows:

**Above Benchmark Proportion who Disagree:**

- Question number 9 (60%) of respondents disagree that annual increases are good. Either respondents have a low regard for annual increases in light of retention, or respondents merely disagree that annual increases are good. The latter scenario is more likely.

**Above Benchmark Proportion who Agree:**

- Question numbers 6 (71%), 7 (83%), 8 (77%), and 10 (94%) covering remuneration, fringe benefits (housing, medical and pension), service bonus and stability of organisation respectively, are rated highly by respondents. These appear to have a large impact on why employees stay, especially stability of the organisation coming in at 94%.
Average in this Category:

The overall average in this category is viewed favourably, i.e. disagree is 27% and is well below the benchmark (< 38%), conversely, the agree (73%) is well above the benchmark (> 62%). This category appears to be an organisational strength, which the organisation should continue to capitalise on in the future.

Overall:

With the exception of question number 9 (annual increases) the organisation is in a good position. Communication to employees of comparative studies of other organisations in relation to remuneration is good, or remuneration and benefits in relation to the industry norm is good. Moreover, organisation stability, combined with the overall package is the major contributing factor.

4.4.3 Training, Development and Career Management

Note: Question number 15 (for reasons discussed in the former chapter, paragraph 3.4.2) having being put in the negative context should for analysis purposes now be re-stated in the positive context. Question number 15 must be in line with all the other questions, failing which, a distorted reflection of statistics in the sub-category average (a calculated 8% distortion) and survey total average (a calculated 1% distortion) will be presented. All questionnaires tested for consistency of answers as described in paragraph 3.4.2, were found to be consistent with respondents having applied their minds to all questions. All questionnaires were valid. Question number 15 will therefore be changed from “My personal development needs are not being addressed” to “My personal development needs are being addressed”. The response frequency and percentage in the “Disagree” and “Agree” columns of the question are merely exchanged with each other in order to maintain the correct context. Table 4.3 and chart 4.3 below, contain the changed question, exchanged frequency and percentages.
Table 4.3  Training, Development and Career Management

<table>
<thead>
<tr>
<th>Q No</th>
<th>I feel that:</th>
<th>Disagree</th>
<th>Agree</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>I am sufficiently trained to do my job effectively</td>
<td>No 22</td>
<td>26</td>
<td>48</td>
</tr>
<tr>
<td></td>
<td></td>
<td>% 46</td>
<td>54</td>
<td>100</td>
</tr>
<tr>
<td>12</td>
<td>I would like to be groomed to become a Leader / Manager</td>
<td>No 17</td>
<td>31</td>
<td>48</td>
</tr>
<tr>
<td></td>
<td></td>
<td>% 35</td>
<td>65</td>
<td>100</td>
</tr>
<tr>
<td>13</td>
<td>I would like to be groomed to become a Senior / Specialist</td>
<td>No 10</td>
<td>38</td>
<td>48</td>
</tr>
<tr>
<td></td>
<td></td>
<td>% 21</td>
<td>79</td>
<td>100</td>
</tr>
<tr>
<td>14</td>
<td>There are great opportunities for career advancement for me</td>
<td>No 25</td>
<td>23</td>
<td>48</td>
</tr>
<tr>
<td></td>
<td></td>
<td>% 52</td>
<td>48</td>
<td>100</td>
</tr>
<tr>
<td>15</td>
<td>My personal development needs are being addressed</td>
<td>No 33</td>
<td>15</td>
<td>48</td>
</tr>
<tr>
<td></td>
<td></td>
<td>% 69</td>
<td>31</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td><strong>SUB TOTAL AVG’S</strong></td>
<td><strong>No 21</strong></td>
<td><strong>27</strong></td>
<td><strong>48</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>% 45</strong></td>
<td><strong>55</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Results obtained from analysis of survey responses: C) Training, Development and Career Management

The overall statement in this category, “Training, Development and Career Management – I feel that”, is analysed as follows:

Above Benchmark Proportion who Disagree:

Question numbers 11 (46%), 14 (52%) and 15 (69%) (respondents who disagree) relate to training, opportunities for career advancement and personal development needs respectively. Respondents feel that they require more training and personal development in order for them to perform their activities more effectively. The damaging component of these questions however, is the fact that respondents see little
opportunity for career advancement. Lack of training and lack of personal development efforts may add fuel to the perception of limited career advancement. Stagnation is the term normally used to describe this phenomenon, and can have a de-habilitating effect on motivation.

**Chart 4.3  Training, Development and Career Management**

> Source: Results obtained from analysis of survey responses: C) Training, Development and Career Management

Above Benchmark Proportion who Agree:

Question numbers 12 (65%) and 13 (79%) (respondents who agree) relate to respondents wanting to be groomed to become a leader or a specialist respectively. This is a positive sign (more comments on this are in the “overall” evaluation below).

Average in this Category:

The overall average in this category is viewed negatively, i.e. disagree is 45%, just above the benchmark (> 38%), conversely, the agree (55%) is just below the benchmark (< 62%). More work may need to be done by the organisation with regards to training, development, and career advancement.
Overall:

There appears to be a great need for training and development that is not currently being addressed. Perhaps it is merely a perception of employees that one can constantly expect to be groomed by the organisation in these areas of development, even though they may not (in all 65% and 79% of respondents in questions 12 and 13 respectively) have the required abilities. The cause may be that while the requirement is a real one, the organisation is simply not able to provide the necessary training (because of limited budget or training capacity) and career advancement (because of the organisation’s flat hierarchy). The organisation is somehow failing in its obligation to address the matter. None-the-less, the fact that respondents require such development, is a positive one on their part.

4.4.4 Working Conditions

| Table 4.4 Working Conditions |

<table>
<thead>
<tr>
<th>D) Working Conditions</th>
<th>Disagree</th>
<th>Agree</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q No</td>
<td>I like working here because:</td>
<td>No</td>
<td>%</td>
</tr>
<tr>
<td>16</td>
<td>There is flexibility at work</td>
<td>No</td>
<td>17</td>
</tr>
<tr>
<td>17</td>
<td>There is a good variety of work</td>
<td>No</td>
<td>13</td>
</tr>
<tr>
<td>18</td>
<td>I have autonomy at work (i.e. little interference from my Manager)</td>
<td>No</td>
<td>21</td>
</tr>
<tr>
<td>19</td>
<td>I am able to juggle work / family responsibilities</td>
<td>No</td>
<td>12</td>
</tr>
<tr>
<td>20</td>
<td>I like large open plan offices</td>
<td>No</td>
<td>24</td>
</tr>
<tr>
<td>21</td>
<td>I have the tools and equipment to do my job</td>
<td>No</td>
<td>20</td>
</tr>
</tbody>
</table>
### Chart 4.4  Working Conditions

<table>
<thead>
<tr>
<th>Question</th>
<th>Agree</th>
<th>Disagree</th>
<th>Total</th>
<th>Source: Results obtained from analysis of survey responses: D) Working Conditions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q. 16</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q. 17</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q. 18</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q. 19</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q. 20</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q. 21</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sub-Cat AVG</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total AVG</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The overall statement in this category, **“Working Conditions – I like working here because”**, is analysed as follows:

Above Benchmark Proportion who Disagree:

Question numbers 18 (44%), 20 (50%) and 21 (42%) (of respondents who disagree) represent autonomy at work, liking open plan offices, and having the tools and
equipment to do their jobs, respectively. Although these do not deviate significantly from the benchmark disagree (i.e. 38%), there is cause for concern. Not having sufficient autonomy at work may relate to some degree to the nature of work at SARS Customs (i.e. highly driven by legal and policy directives – the way things should be done) and in part by office and manager house rules (office policy – managers who came from an originally autocratic organisation). Areas that are within the control of the organisation (and which appear to be the most cause for concern) are the dislike of large open-plan offices, and the lack in the provision of tools and equipment.

Above Benchmark Proportion who Agree:

Question numbers 16 (65%), 17 (73%) and 19 (75%) (of respondents who agree) represent flexibility at work, variety of work, and the ability to juggle work-family responsibilities respectively. These appear to be a significant draw-card with regard to retention issues (similar to the positives in “pay and benefits” in a former paragraph, 4.4.2).

Average in this Category:

The overall average in this category is viewed only slightly negatively, i.e. the disagree is 37%, only fractionally below the benchmark (< 38%), conversely, the agree (63%) is only fractionally above the benchmark (> 62%).

Overall:

The organisation is on par with the benchmark averages. There are no individual questions that are out of the ordinary, there is therefore no cause for concern.
### 4.4.5 Recruitment, Selection and Induction

**Table 4.5  Recruitment, Selection and Induction**

<table>
<thead>
<tr>
<th>Q No</th>
<th>When I was first employed at SARS, I:</th>
<th>Disagree</th>
<th>Agree</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>22</td>
<td>Was well orientated (i.e. informed about people issues, politics, goals, values, and history of the organisation)</td>
<td>No 25</td>
<td>% 52%</td>
<td>23 % 48%</td>
</tr>
<tr>
<td>23</td>
<td>Was well received by my manager</td>
<td>No 9</td>
<td>% 19%</td>
<td>39 % 81%</td>
</tr>
<tr>
<td>24</td>
<td>Was well received by other employees</td>
<td>No 7</td>
<td>% 15%</td>
<td>41 % 85%</td>
</tr>
<tr>
<td>25</td>
<td>Was shown all the relevant HR policies and guidelines</td>
<td>No 28</td>
<td>% 58%</td>
<td>20 % 42%</td>
</tr>
<tr>
<td>26</td>
<td>Was evaluated within 6 months</td>
<td>No 27</td>
<td>% 56%</td>
<td>21 % 44%</td>
</tr>
</tbody>
</table>

**SUB TOTAL AVG'S**

| No   | % 40% | % 60% | 48 100% |

Source: Results obtained from analysis of survey responses: E) Recruitment, Selection and Induction
Chart 4.5 Recruitment, Selection and Induction

The overall statement in this category, “Recruitment, Selection and Induction – When I was first employed at SARS I”, is analysed as follows:

Above Benchmark Proportion who Disagree:

Question numbers 22 (52%), 25 (58%), and 26 (56%) (of respondents who disagree) represents orientation, respondents who were shown all HR policies, and who were evaluated within six months respectively. These questions appear to be distinguishable from those in “Agree” below, in so far as they all relate to the duties of both HR managers and team managers. From the respective answers provided, HR managers and team managers appear not to be fulfilling their duties as would be expected from them, when a new employee joins the organisation.

Above Benchmark Proportion who Agree:

Question numbers 23 (81%) and 24 (85%) (of respondents who agree) represent how respondents were received by their managers and by other employees respectively.

Source: Results obtained from analysis of survey responses: E) Recruitment, Selection and Induction
This is a positive note, but one which needs to be viewed in light of the comments which will be made in the “Overall” discussion below.

Average in this Category:

The overall average in this category is viewed in a slightly negative light, i.e. the disagree is 40%, only fractionally above the benchmark (> 38%), conversely, the agree (60%) is only fractionally below the benchmark (< 62%).

Overall:

Although question numbers 23 and 24 in “Agree” above resemble the positive side of how new employees are received by managers and other employees, it does not demarcate from the HR manager and team manager’s duties and responsibilities in question numbers 22, 25 and 26 to manage people issues as discussed above. Overall, there is cause for concern.

4.4.6 Effective Supervision

<table>
<thead>
<tr>
<th>Q No</th>
<th>My Manager:</th>
<th>Disagree</th>
<th>Agree</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>27</td>
<td>Gives praise where praise is due</td>
<td>No 23</td>
<td>25</td>
<td>48</td>
</tr>
<tr>
<td></td>
<td></td>
<td>% 48%</td>
<td>52%</td>
<td>100%</td>
</tr>
<tr>
<td>28</td>
<td>Treats me like an adult</td>
<td>No 8</td>
<td>40</td>
<td>48</td>
</tr>
<tr>
<td></td>
<td></td>
<td>% 17%</td>
<td>83%</td>
<td>100%</td>
</tr>
<tr>
<td>29</td>
<td>Responds quickly to grievances</td>
<td>No 27</td>
<td>21</td>
<td>48</td>
</tr>
<tr>
<td></td>
<td></td>
<td>% 56%</td>
<td>44%</td>
<td>100%</td>
</tr>
<tr>
<td>30</td>
<td>Delivers on his / her promises</td>
<td>No 22</td>
<td>26</td>
<td>48</td>
</tr>
<tr>
<td></td>
<td></td>
<td>% 46%</td>
<td>54%</td>
<td>100%</td>
</tr>
<tr>
<td>31</td>
<td>Avoids favouritism</td>
<td>No 23</td>
<td>25</td>
<td>48</td>
</tr>
<tr>
<td></td>
<td></td>
<td>% 48%</td>
<td>52%</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td><strong>F) Effective Supervision - Continued</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>----------------------------------------</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>32</td>
<td>Takes time to mentor and to coach me</td>
<td>Disagree</td>
<td>Agree</td>
<td>TOTAL</td>
</tr>
<tr>
<td></td>
<td></td>
<td>No</td>
<td>24</td>
<td>24</td>
</tr>
<tr>
<td></td>
<td></td>
<td>%</td>
<td>50%</td>
<td>50%</td>
</tr>
<tr>
<td>33</td>
<td>Involves me in decision making</td>
<td>No</td>
<td>17</td>
<td>31</td>
</tr>
<tr>
<td></td>
<td></td>
<td>%</td>
<td>35%</td>
<td>65%</td>
</tr>
<tr>
<td>34</td>
<td>I have a good relationship with my manager</td>
<td>No</td>
<td>5</td>
<td>43</td>
</tr>
<tr>
<td></td>
<td></td>
<td>%</td>
<td>10%</td>
<td>90%</td>
</tr>
<tr>
<td>35</td>
<td>Is too busy to attend to my needs</td>
<td>No</td>
<td>26</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td></td>
<td>%</td>
<td>54%</td>
<td>46%</td>
</tr>
<tr>
<td></td>
<td><strong>SUB TOTAL AVG’S</strong></td>
<td>No</td>
<td>19</td>
<td>29</td>
</tr>
<tr>
<td></td>
<td></td>
<td>%</td>
<td>41%</td>
<td>59%</td>
</tr>
</tbody>
</table>

**Source:** Results obtained from analysis of survey responses: F) Effective Supervision

**Chart 4.6 Effective Supervision**

**Source:** Results obtained from analysis of survey responses: F) Effective Supervision
The overall statement in this category, “Effective Supervision – My Manager”, is analysed as follows:

Above Benchmark Proportion who Disagree:

Question numbers 27 (48%), 29 (56%), 30 (46%), 31 (48%), 32 (50%) and 35 (54%) (of respondents who disagree) represents managers giving praise, managers who respond quickly to grievances, who deliver on promises made, who avoid favouritism, who take time to mentor and coach, and who take the time to attend to employees’ needs respectively. Although the manager is generally performing poorly in this category, there are no questions which are out of the ordinary (i.e. the highest of these being 56%). Again, as with the former paragraph (4.4.5 under “Disagree”), this appears to relate predominantly to the manager’s duties and responsibilities to manage people issues. There is cause for concern.

Above Benchmark Proportion who Agree:

Question numbers 28 (83%), 33 (65%) and 34 (90%) (of respondents who agree) represents how employees are treated (i.e. like adults), whether employees are involved in decision making and, how good the relationship between the employee and manager is, respectively. Again though, as discussed in paragraph 4.4.5 under the “Overall” discussion, these positive sentiments do not demarcate from the manager’s duties and responsibilities to manage people issues (i.e. question numbers 27, 29, 30, 31, 32, and 35).

Average in this Category:

The overall average in this category is viewed in a negative light, i.e. the disagree is 41%, above the benchmark (> 38%), conversely, the agree (59%) is below the benchmark (< 62%).

Overall:

The organisation needs to pay more attention to how managers manage employees from the perspective of HR and management duties and responsibilities. The overall relationship between the manager and employee appears to be favourable. The reverse side of this statement may also be true, that managers manage merely to keep good relations between themselves and their subordinates, possibly from fear of
reprisal, or from a general lack of knowledge and skill about how to manage core employee issues such as: responding to grievances; avoiding favouritism; taking time to mentor and to coach. This needs to be further researched.

4.4.7 Day-To-Day Activities

Table 4.7 Day-To-Day Activities

<table>
<thead>
<tr>
<th>G) Day-To-Day Activities</th>
<th>Disagree</th>
<th>Agree</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q No I am motivated at work because:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>36 I have access to people and technology</td>
<td>No 13%</td>
<td>27%</td>
<td>35%</td>
</tr>
<tr>
<td>37 I am able to meet my performance targets</td>
<td>No 16%</td>
<td>32%</td>
<td>48%</td>
</tr>
<tr>
<td>38 There is no backstabbing at work</td>
<td>No 36%</td>
<td>12%</td>
<td>48%</td>
</tr>
<tr>
<td>39 My colleagues are generally positive</td>
<td>No 24%</td>
<td>50%</td>
<td>48%</td>
</tr>
<tr>
<td>40 Acting positions do not affect me negatively</td>
<td>No 21%</td>
<td>44%</td>
<td>56%</td>
</tr>
<tr>
<td>41 There is mutual trust and respect</td>
<td>No 20%</td>
<td>42%</td>
<td>58%</td>
</tr>
<tr>
<td>42 I have a sense of “belonging”</td>
<td>No 16%</td>
<td>33%</td>
<td>67%</td>
</tr>
<tr>
<td>43 We often celebrate things that go right</td>
<td>No 18%</td>
<td>38%</td>
<td>63%</td>
</tr>
</tbody>
</table>

SUB TOTAL AVG’S | No 20% | 43% | 57% | 100% |

Source: Results obtained from analysis of survey responses: G) Day-To-Day Activities
The overall statement in this category, “Day-To-Day Activities – I am motivated at work because”, is analysed as follows:

Above Benchmark Proportion who Disagree:

Question numbers 38 (75%), 39 (50%), 40 (44%) and 41 (42%) (of respondents who disagree) represents the level of backstabbing, colleagues who are positive, how acting positions affects respondents, and mutual trust and respect, respectively. These aspects appear to run synonymously with hierarchical power, competitiveness for position and grade (which has the connotation of money), and one’s ability to climb the corporate ladder. The most prevalent of these is the level of backstabbing, coming in at 75% of respondents who disagree. While these may be viewed in light of a healthy competitive environment amongst employees, it does not rate highly in terms of what was discussed in chapter one of the study, that mutual trust and respect is a key characteristic of an organisation scoring highly as an employer of choice.

Chart 4.7 Day-To-Day Activities

Source: Results obtained from analysis of survey responses: G) Day-To-Day Activities
Above Benchmark Proportion who Agree:

Question numbers 36 (73%), 37 (67%), 42 (67%), and 43 (63%) (of respondents who agree) represent access to people and technology, the ability to meet performance targets, having a sense of belonging, and celebrating things that go right, respectively. The first two of these run synonymously with an individual’s ability to integrate with his/her work environment. The latter two run synonymously with the individual’s sense of experiencing a family environment. The organisation scores generally highly in relation to these questions. Little effort will be required to maintain the status quo.

Average in this Category:

The overall average in this category is viewed in a negative light, i.e. the disagree is at 43%, above the benchmark (> 38%), conversely, the agree is 57%, below the benchmark (< 62%).

Overall:

While individual ratings in this sub-category (under “Disagree” above) are more important from an organisations overall health perspective, the general picture is one that requires some attention. The competitive environment as described above is more than likely caused by the organisation’s flat hierarchical structure.

4.4.8 Survey Category Result Averages

<table>
<thead>
<tr>
<th>SURVEY CATEGORY RESULTS AVG</th>
<th>Disagree</th>
<th>Agree</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>A) Retention Strategies</td>
<td>No</td>
<td>15</td>
<td>33</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>31%</td>
<td>69%</td>
</tr>
<tr>
<td>B) Pay and Benefits</td>
<td>No</td>
<td>13</td>
<td>35</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>27%</td>
<td>73%</td>
</tr>
<tr>
<td>C) Training, Development and Career Management</td>
<td>No</td>
<td>21</td>
<td>27</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>45%</td>
<td>55%</td>
</tr>
<tr>
<td>Survey Category</td>
<td>No</td>
<td>%</td>
<td>Agree</td>
</tr>
<tr>
<td>-----------------------------------------</td>
<td>----</td>
<td>----</td>
<td>-------</td>
</tr>
<tr>
<td>D) Working Conditions</td>
<td>18</td>
<td>37%</td>
<td>30</td>
</tr>
<tr>
<td>E) Recruitment, Selection and Induction</td>
<td>19</td>
<td>40%</td>
<td>29</td>
</tr>
<tr>
<td>F) Effective Supervision</td>
<td>19</td>
<td>41%</td>
<td>29</td>
</tr>
<tr>
<td>G) Day-To-Day Activities</td>
<td>20</td>
<td>43%</td>
<td>28</td>
</tr>
<tr>
<td><strong>TOTAL AVG’S FOR ALL CATEGORIES</strong></td>
<td>18</td>
<td>38%</td>
<td>30</td>
</tr>
</tbody>
</table>

Source: Results obtained from analysis of survey responses: Survey Category Result Averages

**Chart 4.8 Survey Category Result Averages**

Source: Results obtained from analysis of survey responses: Survey Category Result Averages
The sub-category and question response results are tabled in table 4.9 below. This is a more accurate representation of the results than what the graphics presented in chart 4.8, illustrate. This is because table 4.9 takes the specific discussions of chapter four into account as well. Table 4.9 indicates which of the sub-categories and which of the specific question responses are generally accepted to be on par with the benchmark, below par, or above par. For ease of reference to the questions, the full questionnaire is presented in Appendix B of the study.

Table 4.9  Summaries of Category and Question Responses

<table>
<thead>
<tr>
<th>SURVEY SUB-CATEGORIES</th>
<th>Sub-Categories</th>
<th>Specific Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Below Par</td>
<td>On Par</td>
</tr>
<tr>
<td>A) Retention Strategies</td>
<td>A</td>
<td></td>
</tr>
<tr>
<td>B) Pay and Benefits</td>
<td>B 9</td>
<td></td>
</tr>
<tr>
<td>C) Training, Development and Career Management</td>
<td>C 11-14-15</td>
<td></td>
</tr>
<tr>
<td>D) Working Conditions</td>
<td>D</td>
<td></td>
</tr>
<tr>
<td>E) Recruitment, Selection and Induction</td>
<td>E 22-25-26</td>
<td></td>
</tr>
<tr>
<td>F) Effective Supervision</td>
<td>F 27-29-30-31-32-35</td>
<td></td>
</tr>
</tbody>
</table>

Source: Survey and sub-category results presented and discussed in chapter four of the study
4.5 CONCLUDING REMARKS

The discussion in each sub-category yielded meaningful results. It was found that within each sub-category, responses to questions that were above the stated benchmark for disagree and agree respectively, were generally similar in nature. In sub-category C) for example Training, Development and Career Management, questions above the “Disagree” benchmark of 38% relate to training, career and personal development (i.e. question numbers 11 (46%), 14 (52%) and 15 (69%) respectively); all similar in nature. Question numbers 12 (65%) and 13 (79%) (above the “Agree” benchmark) are respondents wanting to be groomed to become a leader or a specialist respectively, and are again similar to each other in nature. This attests to some degree to the consistency of the responses received.

After all the question responses in each sub-category and the sub-category averages were analysed (using tables, graphs and explanations), the chapter was summarised using table 4.9. The summery provides a par rating for, 1) each sub-category, and 2) each question, i.e. whether below par, on par or above par. The sub-categories that scored below par in table 4.9 were: C) Training, Development and Career Management; F) Effective Supervision; G) Day-To-Day Activities. While the organisation appears to be on or above par in many areas, there are some areas for concern.
CHAPTER 5

SUMMARY, CONCLUSIONS AND
RECOMMENDATIONS FOR EMPLOYEE RETENTION STRATEGIES

5.1 INTRODUCTION

The chapter begins by providing an overall summery of chapters one through four. These include the problem statement, the literature review, retention strategies at SARS, and the survey findings. The survey findings are discussed in terms of the biographical analysis and retention strategies. The biographical analysis yields interesting respondent characteristics, while the conclusions of retention issues provide pertinent information about the par ratings discussed in chapter four.

Perhaps the most significant discussions of this chapter are the recommendations, more specifically, the Strategic Model for Employee Retention. The significance of the Model is that it can be used at both local branch office level, and at SARS National level. Issues surrounding the Model are discussed again in the conclusions, where information about Generation subsets, Management and HR integration, and an evaluation for Overall Health is detailed. Finally, areas that require attention are again presented in this chapter, this time with more of a focus on what needs to be done. The most pertinent of these include catering for Generation Y, and managerial training.

5.2 FINDINGS

5.2.1 The Problem Statement – Retaining Skilled Employees

Chapter one of the study, introduces SARS as an organisation only recently coming to terms with their ability to retain skilled employees. While the Siyakha transformation programme (during the early to mid-2000’s) had for the most part been successful in changing the
organisation’s people and culture, the retention “question” is now of concern. In South Africa, the mass exodus of white skills, baby boomers (aged 60–65) bordering retirement, affirmative action, and employment equity are only some of the issues organisations are faced with in today’s globally competitive environment in retaining skilled employees. Calculations based on the SARS EE report for 2006/07 show that 5.9% of all semi-skilled and skilled employees (in the category of “resignation”) terminated their contracts. The SARS Employee Connextion Survey revealed that 39% of all employees have checked out emotionally, and that 20% of employees felt trapped in the organisation.

The problem statement, together with the initial literature review in chapter one of the study helps in one’s understanding of the nature of the problem. The importance of “B” players was introduced with the writings of DeLong (2003), and questions whether organisations are supporting their “B” Players (those who generally form 70% of the organisation, and who are the heart and soul of the organisation). At SARS, 82% of all employees are estimated to belong in this category (i.e. grades 2 – 5B). McComb (2004) states that there are usually four issues that (in any organisation) are most important to employees: these are leadership; communication; mutual trust; and respect. These serve in an organisation’s bid to retain skilled employees. Chapter one of the study forms the basis of the literature review (which is followed through in chapter two) and research into the stated problem:

**Retention Strategies for Skilled SARS Customs Employees**

5.2.2  **The Literature Review of Retention Strategies**

In chapter two a clear distinction of the study was made between tactical versus strategic plans, when retaining employees. Numerous authors detail human resource issues of a tactical nature. These (tactical plans) can be used by managers and senior executives in their immediate environments to help build employee relations and to retain skills. Authors prescribing tactical plans are: Clarkes’ (2007) safety in numbers; Glanz’s (2002) handle with
CARE; Kaye and Jordan-Evans (2005) with a strategy for the busy manager; and Shulte (2006) on how to create a family atmosphere. These do not cover strategies at a broader organisation level, but do however provide valuable input.

Deloitte’s retention strategy models were the first to bring about the concept of an organisation-wide approach to retention issues. Robinson and Sampath (2005), who make reference to Athey (2004) with regards to Deloitte’s Develop-Deploy-Connect Model is one such example. Symons (2005) “The Human Capital Management Value Map” which is also a product of Deloitte, delves into strategic plans in an organisation-wide manner. To further the debate on organisation-wide strategies: Chepkilot (2005) offers an organisational motivation strategy; Odums (2007) offers a comprehensive retention strategy; Poisat (2006) offers employee engagement organisational strategies; and Taylor (2002) (perhaps the most significant of these in the study) present broad organisation-wide issues that can be used as strategic plans for employee retention.


Also extensively discussed in chapter two, were the Generation subsets and how they affect an organisation’s ability and their strategies used to attract and retain. Broadly speaking, the Generation Y subset (aged between 10 – 31) prefer fun environments, where technology is extensively used, there is meaning in the work that they do, and they feel that they can make a difference. Other Generation subsets according to Kay and Jordan-Evans (2005) are: Generation X’ers (aged between 32 – 43), Baby Boomers (aged between 44- 62), and Matures (aged between 63 – 75).
5.2.3 Retention Strategies Employed by SARS

Following the SARS Employee Engagement Survey (2007), where it was found that a significant number of employees are currently unhappy at SARS, SARS implemented initiatives to improve the general working environment. Actions taken fell into the categories of immediate activities, medium-term activities, long-term, and other activities. While this can be viewed as a desperate attempt on the part of SARS to find quick solutions, the broader strategic drive behind the initiatives are to make SARS a better place for people to work at, in the long term.

SARS’s current retention strategies according to Ramlall (2008) comprise the following categories:

- Environmental employee retention strategies;
- Employee relationship strategies;
- Employee retention support strategies;
- Employee retention growth strategies;
- Employee compensation strategies.

The fundamental nature of these strategies should be elementary in any organisation’s standard operating procedures. However, these re-formed strategies at SARS have ascended from the back-drop of near non-existence (prior to the Siyakha transformation programme). Much progress has been made, especially with regards to: growth plans (i.e. the SARS Career Model, currently being implemented); and compensation strategies and benefits (i.e. salaries being well-above other government departments, annual increases above the CPIX, and benefits which include pension fund contribution, housing allowance, and medical aid contributions).
The first documentary evidence of plans geared specifically toward employee retention at SARS however, can be seen in the SARS Strategic Plan for 2008 – 2009. The aim of the Strategic Plan (2008 – 2009: 42) is “to enhance human capability”. This, together with the initiatives/projects stated therein, is evidence that SARS is for the first time coming to terms with the retention “problem”. The initiatives/projects are due for action in March 2009 and include: investing in training and development; attraction and retention of skilled employees; succession planning and rotation; re-deployment of staff; and talent management strategies.

5.2.4 Survey Findings

The total response rate for the survey was 47% (i.e. 48 out of 102 potential respondents). From the biographical analysis in chapter three of the study, the general characteristics of the SARS Customs employee are that:

- He/she is in most cases:
  - White or African and in some cases Coloured;
  - Employed at SARS Customs for more than 10 years;
  - Is a Generation X’er;
  - Is in most cases a skilled worker; and
  - Who has an average qualification at national certificate level.

In chapter four of the study, the analysis conducted used a benchmark “disagree” response rate of 38%. This was based on the total average of all response questions in the survey. It therefore meant, that the “agree” benchmark would automatically become 62% (i.e. 100% – 38%). The benchmark standard was therefore set fairly high.

Chapter four concluded with table 4.9 (Summaries of Category and Question Responses). Table 4.9 provides an easy to use reference point for reflection of the standard. It not only takes statistical response rates into account, but also the respective commentary with regards
to acceptability of the stated question in relation to an expected work environment standard. Each category and question response is rated on a par basis. The par ratings for overall categories are as follows, which does not exempt the importance of individual question responses, some of which are below par even though the overall category is on or above par:

- **Below Par:**
  - Training, Development and Career Management;
  - Effective Supervision;
  - Day-To-Day Activities;

- **On Par:**
  - Retention Strategies;
  - Working Conditions;
  - Recruitment, Selection and Induction; and

- **Above Par:**
  - Pay and Benefits.

### 5.3 RECOMMENDATIONS

#### 5.3.1 A Strategic Model for Employee Retention

The Strategic Model for Employee Retention (figure 5.1 below) is the culmination of the research and research findings from chapters one through chapters four of the study.
Sub-Problem 4 in chapter one (paragraph 1.3), and the third objective in chapter one (paragraph 1.5) had the requirement that an employee retention strategy model (for implementation at SARS Customs in the Eastern Cape Region) would be developed. Details of the Model are discussed on the following page.
The Strategic Model:

The base of the model represents the name of the model, i.e. Strategic Model for Employee Retention. Moving upward, the model is divided into two legs of activities (areas of responsibility); one on the left and one on the right. The overarching name of each leg indicates whether the list of activities falls within the domain of the Local Branch Office (left), or within the domain of SARS National (i.e. Head Office on the right). Moving upward from the base, the first three activities are common to both local and national perspectives (i.e. Recruitment & Selection, Training & Development, and Working Conditions. Moving upward still, the Local Branch Office Leg contains another two activities, (i.e. Day-To-Day Activities and Effective Supervision. The SARS National Leg contains another two activities, namely Retention Strategies and Pay & Benefits. The four Generation Subsets in the centre of the model indicate that all of the generation subsets need to be taken into account when dealing with each of the activities listed in the two legs of the model, and at both levels, namely, Local Branch Office and SARS National.

Near the apex of the model, there is an inter-relationship between Management and Human Resources (HR). The Strategic Model is serviced by Overall Health which is depicted right at the top of the model. Overall Health relates to the performance measurement of the model itself.

Strategies for Employee Retention:

Cognisance was taken of the fact that some retention issues were vulnerable to influence from a national perspective only (Head Office) (i.e. pay and benefits, and retention strategies), some from a local perspective (Branch Office) (i.e. effective supervision and day-to-day activities), and others from both a local and a national perspective (i.e. working conditions, training and development, and recruitment and selection). The Strategic Model was therefore developed with both the local and national perspectives in mind. These are clearly shown in figure 5.1.
Management and HR:

The study also highlighted the fact that there was little integration between Operational Management (i.e. at supervisor/manager level) and Human Resources Management (i.e. at branch office and regional levels). Septoo (2005) (about SARS, in paragraph 2.6.2 of chapter two of the study) speaks of HR spoon-feeding managers; in relation to disciplinary issues. Also, judging from the question responses in the survey (chapter four of the study), HR appears only to be involved from an administrative/support perspective. This is the reason why figure 5.1 contains a display of integrated “Management” and “HR” perspectives.

Generation Subsets:

The Generation subsets (i.e. Y’ers, X’ers, Baby Boomers, and Maturers) are also presented in the Strategic Model (figure 5.1). These have specifically been placed at the centre of the Strategic Model. Every action/initiative taken from both the local Branch Office and SARS National perspectives will be influenced by the respective Generation subsets. In addition to this, SARS Customs appear to be struggling to hold onto personnel in the 6 – 12 month (6%), 1 – 2 year (2%) and 3 – 5 year (8%) categories of length of service (chart 3.4 in chapter three of the study). These personnel would most likely be in the age category of 18 – 31 (i.e. Generation Y’ers). While Generation X’ers appear to be most comfortable at SARS (with more than 10 years of service), specific attention needs to be paid to Generation Y.

Overall Health:

Overall Health in the Strategic Model (figure 5.1 above) relates to how well SARS Customs performs when measured in terms of the retention strategies implemented. Various forms of measurement can be used as a gauge. It is advisable however, that use of the same survey should be made in approximately 12 months from the date of the last survey, so that an accurate reflection of the progress made can be obtained. Note that where possible, the same personnel targeted in the prior survey, and in the same branch offices should be used in order to avoid bias or in accurate information.
5.3.2 Areas that require attention

Notwithstanding the Strategic Model for Employee Retention in paragraph 6.3.1, areas that require immediate attention from a local branch office perspective (or an Eastern Cape Region perspective) are as follows:

- Category and Response Questions that are below par:
  - Training, Development and Career Management;
    - The most notable of those in chapter three was “career advancement”. This will not be resolved unless SARS starts to promote from within. Training and personal development needs must also be improved, although it should be noted that many employees fail to take advantage of such initiatives when such opportunities arise (owing also in some occasions to poor Union advice);
  - Effective Supervision;
    - This includes managers who do not give praise, do not respond quickly to grievances, do not deliver on their promises, are not able to avoid favouritism, do not take the time to mentor and to coach, and who do not take the time to attend to employees’ needs. It is therefore clear that some managers and team leaders do require extensive training about effective supervision skills;
  - Day-To-Day Activities;
    - One of these includes acting positions. This cannot be avoided in the short term because vacancies at team leader level arise suddenly). People in acting positions should therefore also undergo supervisory training. Backstabbing, colleagues who are not positive, and mutual trust and respect, relate to the competitive environment at SARS, owing to the flat hierarchical structure. It is suggested that employees too should be taught how to be employees who have respect for each other. Prinsloo’s African Fusion Leadership Model (refer to chapter two) will assist a great deal in this; and
• Individual Response Questions (only) below par:
  - Pay and Benefits;
    ◦ Annual increases that, are not good. An information sharing workshop on how SARS employees benefit from annual increases as compared to other government departments, as well as the above CPIX increases, should be conducted;
  - Recruitment, Selection and Induction;
    ◦ This relates to orientation, being shown all relevant HR policies, and being evaluated within 6 months of employment. This again, relates to effective supervision, already discussed above. In the Strategic Model for Employee Retention (table 5.1), one can see the importance of Management and HR integration. Training for managers and for team leaders is recommended.

5.4 PROBLEM AREAS ENCOUNTERED

Aside from one individual, personnel at SARS Head Office (Pretoria) were generally inaccessible. Those who were accessible merely passed the researcher onto the next person whom they thought might assist.

The researcher found that not all respondents were keen to complete the questionnaire, owing to the fact that their respective managers were being evaluated. It took two E-Mail attempts to reach a 48% response rate, most of whom reacted positively to the survey.

A wealth of information is freely available at SARS via the intranet, and management at branch office level were found to be most helpful. The researcher concludes that it would be an impossible task to conduct research on a company if information on the company was not available.
5.5 LIMITATIONS OF THE STUDY

The survey questionnaire was based on branch offices in the Eastern Cape Region only. This is a limitation of the study because the SARS Customs division (country wide), is approximately 3 500 personnel strong.

5.6 RECOMMENDATIONS FOR FURTHER RESEARCH

SARS needs to research the effects that current retention plans have on Generation Y, throughout the organisation. This appears to be the area in which SARS is performing most poorly; retaining Generation Y. Also, the researcher expects that Generation X may be affecting Generation Y negatively. Research needs to be conducted on how prolonged durations of service (in this study, 10 years or more) where employees stagnate, affect organisational performance. Another area for research identified is “interdepartmental retention”, and how such a policy would affect SARS’s goals and objectives.

5.7 CONCLUDING REMARKS

The survey findings provide an explanation of ‘who’ the SARS Customs employee (respondent) is. The employees’ characteristics are that he/she is either White or African, generally employed at SARS for more than 10 years, is a Generation X’er, and is most often skilled. SARS Customs performance with regards to employee retention where performance is below par, is: training, development and career management; effective supervision; and day-to-day activities. SARS Customs excels at pay and benefits.

The central theme with regards to recommendations provided in this chapter, was the Strategic Model for Employee Retention. The Model caters for local branch office strategies, as well as for SARS National strategies. Generation subsets are also catered for in the model, as well as an integration of “Management” and “HR” activities. The Model concludes with an evaluation of success factors with an “Overall Health” criterion.
APPENDIX A

Memorandum addressed to questionnaire respondents

Memorandum

<table>
<thead>
<tr>
<th>Customs and Excise</th>
<th>South African Revenue Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>TO</td>
<td>South-Afrikaanse Inkomstediens</td>
</tr>
<tr>
<td>FROM</td>
<td>Uphiko Iwezimali Ezingenayo eNningizimu</td>
</tr>
<tr>
<td>DATE</td>
<td>AfrikaTirelomatlotlo ya Afrika-Borwa</td>
</tr>
<tr>
<td>SUBJECT</td>
<td>156 Govan Mbeki Avenue, Port Elizabeth</td>
</tr>
<tr>
<td></td>
<td>Private Bag 6039, Port Elizabeth, 6000</td>
</tr>
<tr>
<td></td>
<td>Telephone (041) 508-3888</td>
</tr>
<tr>
<td></td>
<td>Fax (041) 586-0120</td>
</tr>
</tbody>
</table>

TO: Customs Personnel (PEZ & ELN)
FROM: Graeme Lennie
DATE: 6 June 2008
SUBJECT: QUESTIONNAIRE: RETENTION STRATEGIES FOR SKILLED SARS CUSTOMS EMPLOYEES

Dear Respondent

I require your assistance please.

I am conducting a survey on strategies used to retain skilled employees (Grades 2 – 5B) within SARS – Customs. I received permission from your Branch Managers (PEZ and ELN) to conduct the particular research.

The information will be used in partial fulfilment of the requirements of the Masters Degree in Business Administration (MBA) at the Nelson Mandela Metropolitan University (NMMU); for completion of the dissertation.

Your assistance in completing the attached questionnaire and returning it to me (which should not take more than 10 minutes of your time) will be much appreciated.

I undertake to treat all information provided as strictly confidential.

Regards,

Graeme Lennie
Researcher

Professor Dave Berry
Promoter
# APPENDIX B

## QUESTIONNAIRE

### SECTION 1

Please complete all questions Mark with an “x”

**A) Demographic Information**

**I work in the ....... (which) branch office:**
- Port Elizabeth (or HFV)
- East London

**I am employed at SARS for between ... (how many) years now:**
- 6 – 12 months
- 1 – 2 years
- 2 – 3 years
- 3 – 5 years
- 5 – 10 years
- 10 + years

**My Nationality is:**
- African
- Indian
- Coloured
- White
- Other

**My current age is between:**
- 18 – 31
- 32 – 43
- 44 – 62
- 63 – 75

**My current Hay Grade is between:**
- 2 – 3B
- 4 – 5B

**My Highest Qualification is (mark one or more):**

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112
<table>
<thead>
<tr>
<th>Currently Studying</th>
<th>National Certificate</th>
<th>National Diploma</th>
<th>Post Graduate Degree</th>
<th>Honours’ or Higher</th>
</tr>
</thead>
</table>

### SECTION 2

Please complete all questions
Mark with an “x”
Mark from Strongly Disagree to Strongly Agree

#### A) Retention Strategies

**I am encouraged to stay at SARS because of:**

| Annual performance bonus payments | 1 |
| Long service awards | 2 |
| Great prestige working for SARS | 3 |
| There is meaning in the work I do | 4 |
| Work-life balance (i.e. time for family) | 5 |

#### B) Pay and Benefits

**I am encouraged to stay at SARS because:**

| Total remuneration is good | 6 |
| Fringe benefits are good (housing, medical, pension) | 7 |
| Service bonus is good | 8 |
| Annual increases are good | 9 |
| It is a stable organisation to work for | 10 |

#### C) Training, Development and Career Management

**I feel that:**

<p>| I am sufficiently trained to do my job effectively | 11 |
| I would like to be groomed to become a Leader / Manager | 12 |
| I would like to be groomed to become a Senior / Specialist | 13 |</p>
<table>
<thead>
<tr>
<th>Question</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Q. No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>There are great opportunities for career advancement for me</td>
<td></td>
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<td>14</td>
</tr>
<tr>
<td>My personal development needs are not being addressed</td>
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<tr>
<td><strong>D) Working Conditions</strong></td>
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<tr>
<td>I like working here because:</td>
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<tr>
<td>There is flexibility at work</td>
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<td>16</td>
</tr>
<tr>
<td>There is a good variety of work</td>
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<td>17</td>
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<tr>
<td>I have autonomy at work (i.e. little interference from my Manager)</td>
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<td>18</td>
</tr>
<tr>
<td>I am able to juggle work / family responsibilities</td>
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<td>19</td>
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<tr>
<td>I like large open plan offices</td>
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<tr>
<td>I have the tools and equipment to do my job</td>
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<td>21</td>
</tr>
<tr>
<td><strong>E) Recruitment, Selection and Induction</strong></td>
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<tr>
<td>When I was first employed at SARS, I:</td>
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<tr>
<td>Was well orientated (i.e. informed about people issues, politics, goals, values, and history of the organisation)</td>
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<td>22</td>
</tr>
<tr>
<td>Was well received by my manager</td>
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<td></td>
<td>23</td>
</tr>
<tr>
<td>Was well received by other employees</td>
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<tr>
<td>Was shown all the relevant HR policies and guidelines</td>
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<td>25</td>
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<tr>
<td>Was evaluated within 6 months</td>
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<td>26</td>
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<tr>
<td><strong>F) Effective Supervision</strong></td>
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<tr>
<td>My Manager:</td>
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<tr>
<td>Gives praise where praise is due</td>
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</tr>
<tr>
<td>Treats me like an adult</td>
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<tr>
<td>Responds quickly to grievances</td>
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<tr>
<td>Delivers on his / her promises</td>
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<td>30</td>
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<tr>
<td>Avoids favouritism</td>
<td></td>
<td></td>
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<td>31</td>
</tr>
<tr>
<td></td>
<td>Strongly Agree</td>
<td>Agree</td>
<td>Disagree</td>
<td>Strongly Disagree</td>
<td>No.</td>
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<tr>
<td>--------------------------------</td>
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<tr>
<td>Takes time to mentor and to coach me</td>
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<td>32</td>
</tr>
<tr>
<td>Involves me in decision making</td>
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<td>33</td>
</tr>
<tr>
<td>I have a good relationship with my manager</td>
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<td>34</td>
</tr>
<tr>
<td>Is too busy to attend to my needs</td>
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<td>35</td>
</tr>
</tbody>
</table>

**G) Day-To-Day Activities**

I am motivated at work because:

<table>
<thead>
<tr>
<th></th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have access to people and technology</td>
<td></td>
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<td>36</td>
</tr>
<tr>
<td>I am able to meet my performance targets</td>
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<td>37</td>
</tr>
<tr>
<td>There is no backstabbing at work</td>
<td></td>
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<td>38</td>
</tr>
<tr>
<td>My colleagues’ are generally positive</td>
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<td>39</td>
</tr>
<tr>
<td>Acting positions do not affect me negatively</td>
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<tr>
<td>There is mutual trust and respect</td>
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<td>41</td>
</tr>
<tr>
<td>I have a sense of “belonging”</td>
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<td>42</td>
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<tr>
<td>We often celebrate things that go right</td>
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<td></td>
<td></td>
<td></td>
<td>43</td>
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</tbody>
</table>

**THANK YOU FOR YOUR TIME**

Remember to “save” when you forward via e-mail
LIST OF REFERENCES


Feirera, R., (Rene.Feirera@nmmu.ac.za). 3 Jun. 2008, Thesis questionnaire, E-mail to G. Lennie (glennie@sars.gov.za).


Mkhize, S., 2008. (smkize@sars.gov.za). 4 Jun. 2008, Employee list, E-mail to G. Lennie (glennie@sars.gov.za).


http://myportal/Functions/HR/HRinitiatives/CareerManage/Pages/default.aspx


Ramlall, N. ([nramlall@sars.gov.za]). 23 Apr. 2008, Broad Areas of Retention, E-mail to Lennie, G. ([glennie@sars.gov.za]).


